

# Missouri Department of Corrections



## Strategic Plan Fiscal Year 2014-2015

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## **MISSION**

The Missouri Department of Corrections supervises and provides rehabilitative services to adult offenders in correctional institutions and Missouri communities to enhance public safety.

## **VISION**

### **A Safer Missouri And The Standard Of Excellence In Corrections**

We desire to be the standard of excellence in the field of corrections. Through innovation and collaboration, we want to embrace changes that better serve Missouri communities impacted by criminal behavior and achieve a safer State.

## **VALUES**

### **Staff**

Our people are important. We value their safety and security. We value their input as subject matter experts. We will be proactive in the recruitment, retention and promotion of qualified personnel. We recognize the importance of professional development and strive to offer opportunities for career advancement. We desire to build a diverse team of individuals who achieve great things together.

### **Offender Success**

We believe in the ability of people to change. We value the opportunity to work with offenders in our institutions and our communities and to provide them with the tools necessary to become productive, tax-paying, law-abiding citizens. We strive to be firm, fair, and consistent in our institutional management and use effective and appropriate supervision strategies in our communities.

## **Accountability**

Accountability to each other and all Missourians is a key value for the Department. We strive to create a transparent system of operations that embraces integrity and accountability. Staff is accountable to each other for safety and security and for the continuous improvement of our Department. As a Department, we are accountable for how we plan, measure, and manage our work as well as what we achieve with the resources we are given. We value investment in programs that are accountable through evidence-based information. Offenders are accountable for the crimes they have committed and for completing their sentence established by the courts.

## **Restored Communities**

We value our Missouri families and communities that are affected by crime and the role we play in restoring them. We value the rights of crime victims and the role of restorative justice. We value the use of collaborative partnerships to enhance public safety by facilitating effective probation, crime prevention, reduction of recidivism and the provision of reentry services. We strive to work with offenders to repair harms done, and restore the communities to which many will return.

**SOAR to a Safer Missouri and The Standard of Excellence!**

## GOAL 1 SUMMARY

### Goal 1:

Improve public safety by increasing the success rate of probationers under supervision.

#### Measures

1. Supervision success after 2 years.
2. Recidivism rate after 2 years.

#### **Objective 1A:**

Increase the success rate of probationers who participated in evidence-based community programs.

#### Measures

##### **Substance Abuse / Mental Health:**

1. Program success for Alt Care, Free & Clean, Drug Courts, Community Mental Health Treatment Project, and Community Partnership for Restoration.
2. Recidivism for Alt Care, Free & Clean, Drug Courts, Community Mental Health Treatment Project, and Community Partnership for Restoration.

##### **Cognitive:**

3. Program success for Pathway to Change.
4. Recidivism for Pathway to Change.

#### **Objective 1B:**

Increase the success rate of probationers who participated in evidence-based community supervision strategies.

#### Measures

1. Program success for residential facilities, Community Supervision Center (CSC), Community Release Center (CRC), and Electronic Monitoring Program (EMP).
1. Recidivism for residential facilities, Community Supervision Center (CSC), Community Release Center (CRC), and Electronic Monitoring Program (EMP).

#### **Objective 1C:**

Increase the success rate of probationers who participated in institutional substance abuse treatment in prison.

#### Measures

1. Program success for 120-day programs and long-term drug program.
1. Recidivism for 120-day programs and long-term drug program.

#### **Objective 1D:**

Increase the rate of probationers employed or in community-based educational/vocational programming.

#### Measure

1. The difference in the rate of employment for probationers after six months of supervision from the rate of employment at initial assignment

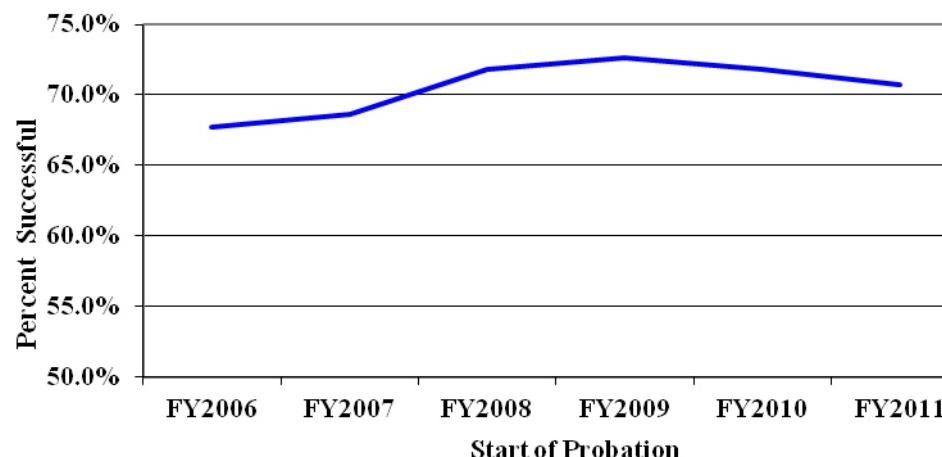
## Goal 1: Improve Public Safety By Increasing The Success Rate Of Probationers Under Supervision

Missouri measures the success of probationers with two measures as follows:

1. Supervision Success After 2 Years
2. Recidivism Rate After 2 Years

### Measure #1:

Probation Supervision Success After Two Years  
Start of Probation FY06-FY11 and Outcome to June 30, 2013



### Data Table For Measure #1:

Probation Supervision Success After Two Years From Start Of Supervision  
Start Of Probation FY06-FY11 And Outcome To June 30, 2013

	Start of Probation					
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
New Probations	21,460	20,935	20,820	20,877	19,897	19,177
Percent successfully completed probation or under active supervision	67.7%	68.6%	71.8%	72.6%	71.9%	70.7%

**Description Of Measure #1:**

This measure refers to the percent of probationers who successfully complete their supervision or are under active supervision two years from the start of the supervision without an incarceration. Probationers include offenders sentenced by the courts to probation, including drug courts (pre-sentencing diversion) and offenders sentenced to institutional shock or treatment programs and successfully released to probation after completing the program. This measure does not include all probations, only new probations. An offender revoked from probation, sentenced to a 120-day program and successfully released to probation will only be counted in the first probation.

**Trend Analysis For Measure #1:**

Since 2005, most DOC recidivism rates have been declining and this has been attributed to a number of factors, including reentry and evidence-based supervision practices. Much emphasis in supervision has been given to ensuring all community-based options are utilized before incarceration for technical violations.

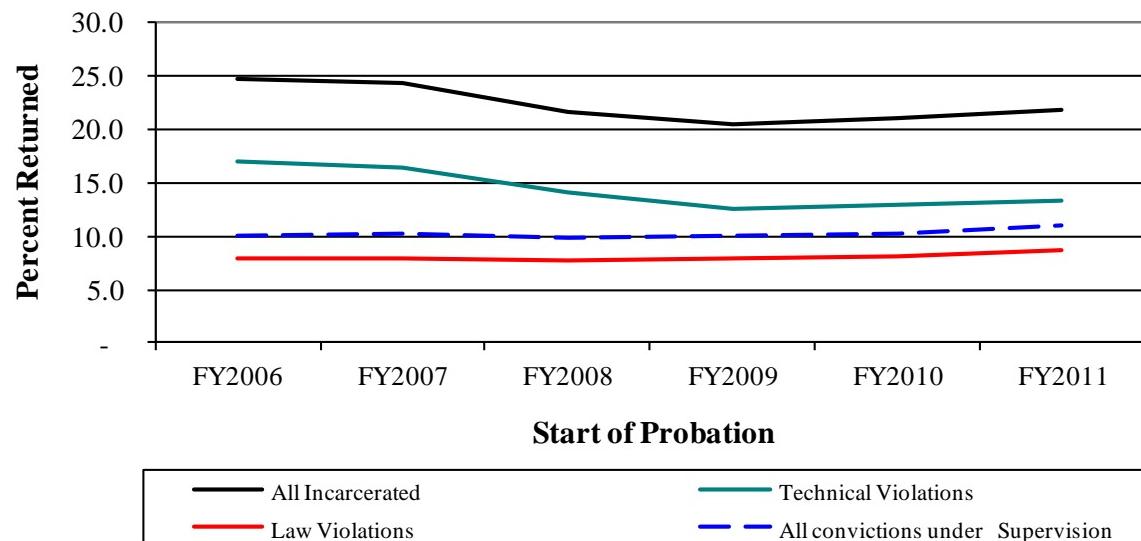
**Information Regarding Measure #1:**

The Department has chosen to use a two-year rate because the measure provides an accurate indicator of supervision success within a relatively short time of the start of probation. Although the period immediately following the start of probation is often the time when the chance of failure is greatest, supervision success is a cumulative measure and continues to decrease until the sentence is complete.

The availability of sufficient community program resources affects positive and long lasting change in offender behavior. Offenders placed on probation have a multitude of challenges including education deficits, poor job skills, substance abuse problems, lack of stable housing, mental health diagnosis – all of which contribute to criminal behavior. The evidence reflects focusing existing state and community-based resources on offenders at the greatest risk of failure is the most efficient and effective use. Developing inter-agency strategies to meet the challenges clients face should reduce probation revocations.

**Measure #2:**

**Probation Revocations and New Convictions Under Supervision  
within Two Years of the Start of Probation  
Start of Probation FY06-FY11 and outcome to June 30, 2013**



**Data Table For Measure #2:**

Fiscal Year	New Probations	Percent Incarcerated			All convictions under Supervision
		All Incarcerated	Technical Violations	Law Violations	
FY2006	21,460	24.8	16.9	7.9	10.0
FY2007	20,935	24.3	16.3	7.9	10.2
FY2008	20,820	21.7	14.0	7.7	9.9
FY2009	20,877	20.4	12.5	7.9	10.1
FY2010	19,897	21.1	12.9	8.2	10.2
FY2011	19,177	21.9	13.2	8.7	10.9

**Description Of Measure #2:**

This measure refers to the percent of probationers who are incarcerated for a law or technical violation of supervision or who are convicted of a new offense while under supervision within two years of the start of the probation. Probationers convicted of misdemeanor offenses cannot by law be incarcerated by the Department of Corrections. They can, however, have their probation revoked and be sent to jail or have their probation extended. This measure does not include all probations, only new probations. An offender revoked from probation, sentenced to a 120-day program and successfully released to probation will only be counted in the first probation.

**Trend Analysis For Measure #2:**

The data indicates that the Department has been most successful in reducing incarceration for technical violations which account for about 64% of probation revocations.

**Information Regarding Measure #2:**

The Department has chosen to use a two-year rate because the measure provides an accurate indicator of supervision success within a relatively short time of the start of probation. Although the period immediately following the start of probation is often the time when the chance of failure is greatest, supervision success is a cumulative measure and continues to decrease until the sentence is complete.

The availability of sufficient community program resources affects positive and long lasting change in offender behavior. Offenders placed on probation have a multitude of challenges including education deficits, poor job skills, substance abuse problems, lack of stable housing, mental health diagnosis – all of which contribute to criminal behavior. The evidence reflects focusing existing state and community based resources on offenders at the greatest risk of failure is the most efficient and effective use. Developing inter-agency strategies to meet the challenges clients face should reduce probation revocations.

## Objective 1A: Increase The Success Rate Of Probationers Who Participated In Evidence-Based Community Programs

### Measure 1: Program Success For Substance Abuse/Mental Health Programs

**ALT Care: Increase From 44.4% To 47% By FY2015**

**Free & Clean: Maintain 56% Through FY2015**

**Drug Courts \*: Increase From 62.6% To 65% By FY2015**

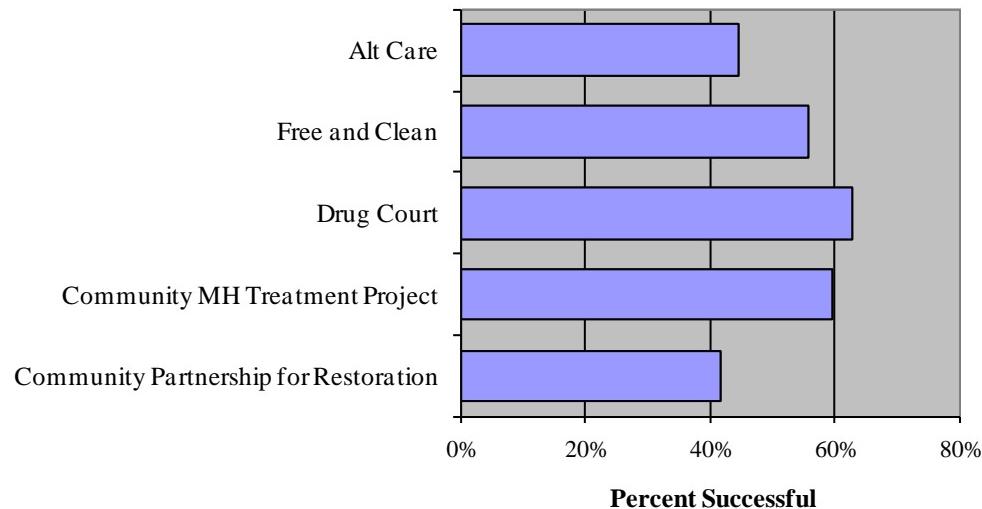
**Community Mental Health Treatment Project: Increase From 59.7% To 62% By FY2015**

**Community Partnership for Restoration: Increase From 41.7% To 45% By FY2015**

\* The Office of the State Courts Administrator manages Drug Courts

### Measure #1: Program Success

#### Probationer Outcomes in FY13 Substance Abuse and Mental Health Programs



**Data Table For Measure #1:****Community Substance Abuse and Mental Health Program Outcomes in FY13**

	Complete	Fail	Total	Success Percent
Alt Care	88	110	198	44.4%
Free and Clean	302	240	542	55.7%
Drug Court	1,182	705	1,887	62.6%
Community MH Treatment Project	210	142	352	59.7%
Community Partnership for Restoration	53	74	127	41.7%
<b>Total</b>	<b>1,835</b>	<b>1,271</b>	<b>3,106</b>	<b>59.1%</b>

**Description Of Measure #1:**

Offenders who successfully complete a community substance abuse/mental health program (as defined in Glossary).

**Trend Analysis For Measure #1:****Substance Abuse and Mental Health Programs****Program Success Rates and FY14 Target**

Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
Alt Care	25.2%	23.0%	27.7%	47.2%	48.7%	42.6%	40.5%	46.5%	44.4%	47%
Free and Clean	48.2%	53.9%	54.7%	49.8%	55.1%	51.8%	46.4%	43.2%	55.7%	56%
Drug Court	54.0%	53.3%	61.2%	63.0%	64.3%	61.4%	59.6%	58.5%	62.6%	65%
Community MH Treatment Project				83.3%	58.5%	60.0%	62.6%	59.8%	59.7%	62%
Community Partnership for Restoration	35.5%	41.6%	44.0%	50.4%	53.7%	55.8%	45.0%	43.8%	41.7%	45%

**Information Regarding Measure #1:**

When a probationer successfully completes a community-based substance abuse/mental health treatment program:

- Less cost is incurred than with incarceration.
- Probationers' success under supervision is improved.

Collaboration among state and community agencies strengthens and improves the success rates of probation supervision.

## **Measure 2: Recidivism For Substance Abuse/Mental Health Programs**

**ALT Care: Maintain At 8% Through FY2015**

**Free & Clean: Reduce From 11.7% To 10% By FY2015**

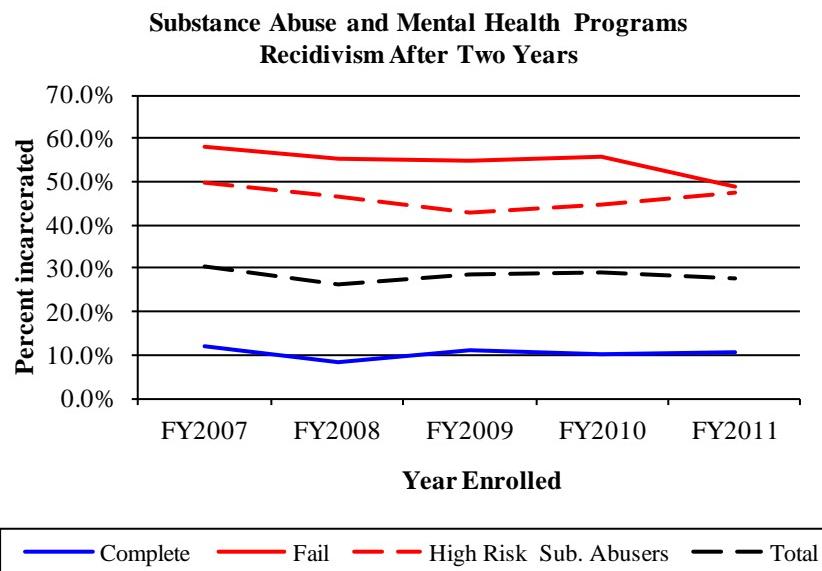
**Drug Courts \*: Reduce From 4.2% To 3% By FY2015**

**Community Mental Health Treatment Project: Maintain At 18% Through FY2015**

**Community Partnership for Restoration: Maintain At 7% Through FY2015**

\* The Office of the State Courts Administrator manages Drug Courts

### **Measure #2:**



## Data Table For Measure #2:

Two Year Recidivism Rates for Probationer Substance Abuse Treatment Programs

By Program Outcome

Program Enrollment FY 2007-FY 2011

Fiscal Year	Alt Care			Free & Clean			Drug Courts			Community MH Treatment Project			Community Partnership for Restoration			Total			Comparison High Risk Sub. Abusers
	Complete	Fail	Total	Complete	Fail	Total	Complete	Fail	Total	Complete	Fail	Total	Complete	Fail	Total	Complete	Fail	Total	
FY2007	8.9%	61.2%	44.7%	23.0%	55.1%	36.8%	3.7%	52.1%	22.9%	-	-	-	4.8%	69.2%	37.8%	11.8%	58.1%	30.4%	49.7%
FY2008	7.8%	59.1%	33.7%	8.5%	52.5%	28.9%	2.5%	50.3%	20.8%				9.8%	61.3%	35.8%	8.2%	55.1%	26.2%	46.5%
FY2009	2.4%	50.5%	29.6%	10.5%	50.0%	28.6%	3.6%	52.4%	23.2%	18.0%	54.9%	32.3%	7.6%	62.9%	31.5%	11.0%	54.7%	28.5%	42.8%
FY2010	9.9%	50.9%	33.8%	12.5%	50.0%	32.7%	3.9%	57.4%	24.8%	21.8%	53.6%	34.0%	6.7%	56.3%	32.3%	10.1%	55.7%	29.2%	44.5%
FY2011	8.7%	47.8%	28.3%	11.7%	50.9%	33.8%	4.2%	59.9%	23.7%	18.3%	55.7%	31.3%	7.0%	53.6%	33.3%	10.4%	49.0%	27.6%	47.4%
Target	8%			10%			3%			18%			7%			8%			

### Enrollment

FY2007	101	219	320	274	207	481	1,197	785	1,982	-	-	-	62	65	127	2,462	1,651	4,113
FY2008	129	132	261	258	223	481	1,300	807	2,107	-	-	-	61	62	123	2,508	1,563	4,071
FY2009	82	107	189	237	200	437	1,127	757	1,884	372	237	609	92	70	162	2,279	1,517	3,796
FY2010	81	114	195	208	242	450	1,191	763	1,954	316	196	512	60	64	124	1,963	1,465	3,428
FY2011	115	115	230	206	265	471	1,308	703	2,011	344	183	527	43	56	99	2,192	1,377	3,569

## Description Of Measure #2:

The recidivism rate for probationers who successfully complete community-based substance abuse/mental health programs is the number of probationers incarcerated within two years of program enrollment divided by the number of probationers who successfully completed treatment. The recidivism rate for treatment failures is similarly computed. The comparison group is Level III (see Glossary) probationers who score high risk and high substance abuse on the Field Risk Reduction Instrument (see Glossary).

## Trend Analysis For Measure #2:

The FY2015 target reductions in the recidivism rate are based upon the reduction in recidivism rates that have been achieved in recent years.

## Information Regarding Measure #2:

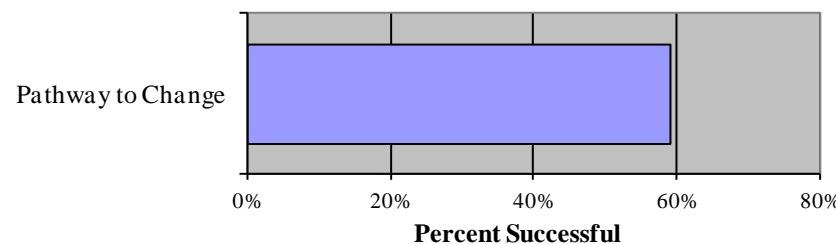
For many probationers who fail to complete community-based substance abuse/mental health programs, the Department's only remaining option is to recommend incarceration. Therefore, the Department would provide resources for the offender in an institutional treatment program.

### Measure 3: Program Success For Cognitive Programs

Pathway To Change: Increase From 59.1% To 66% By FY2015

#### Measure #3:

##### Probationer Outcomes in FY13 Cognitive Programs



#### Data Table For Measure #3:

##### Community Cognitive Program Outcomes in FY13

	Complete	Fail	Total	Success Percent
Pathway to Change	1,899	1,315	3,214	59.1%
Total	1,899	1,315	3,214	59.1%

#### Description Of Measure #3:

This measure refers to offenders who successfully complete a community-based cognitive program (as defined in Glossary). Cognitive programs address offender anti-social attitudes and help improve problem solving and coping skills. Missouri has developed its own cognitive skills program in consultation with other state and professional organizations and the curriculum is used both in the institutions and in the field. Successful completion is the completion of the assigned classes or satisfactory progress by offenders who were transferred out of the program before completion because of other administrative requirements.

**Trend Analysis For Measure #3:****Cognitive Programs****Program Success Rates and FY15 Target**

Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
Pathway to Change		59.2%	65.3%	74.3%	68.1%	65.9%	60.4%	59.5%	59.1%	66%

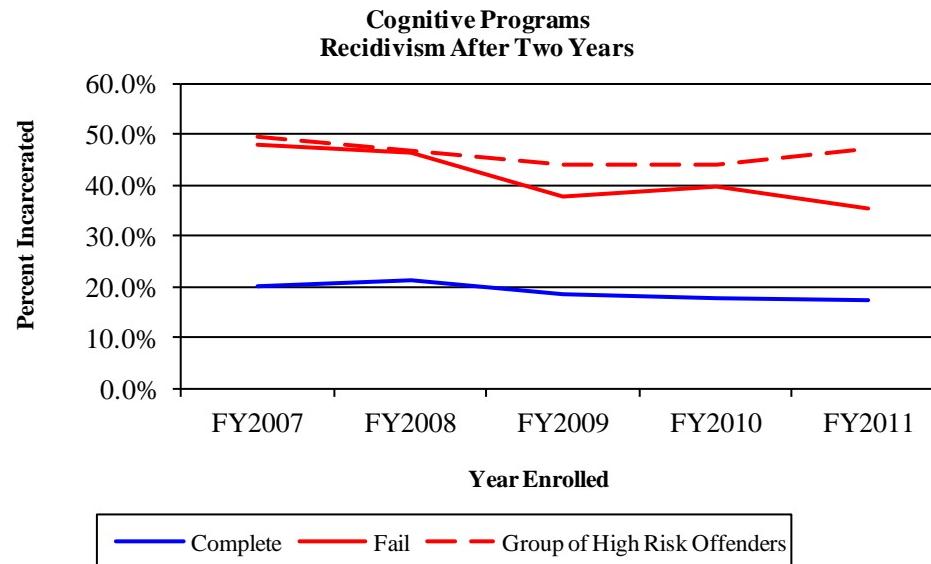
**Information Regarding Measure #3:**

Evidence reflects that cognitive, behavioral or social learning in a highly structured program focused on criminal attitudes, values and actions will increase the opportunity for probationers to be successful on supervision. Outcome studies by the research unit have shown that the DOC cognitive programs are effective at reducing recidivism, particularly for offenders assessed as high risk.

**Measure 4: Recidivism For Cognitive Programs**

**Pathway To Change: Maintain At 17% Through FY2015**

**Measure #4:**



## **Data Table For Measure #4:**

### **Two Year Recidivism Rates for Probationer Cognitive Programs**

#### **By Supervision Outcome**

#### **Program enrollment**

Fiscal Year	Pathway to Change			Comparison Group of High Risk Offenders
	Complete	Fail	Total	
FY2007	20.0%	48.1%	29.4%	49.6%
FY2008	21.3%	46.3%	28.6%	46.9%
FY2009	18.7%	37.9%	25.0%	43.9%
FY2010	17.9%	39.7%	25.9%	44.2%
FY2011	17.4%	35.4%	24.6%	47.4%
Target	17%			
<b>Enrollment</b>				
FY2007	515	258	773	
FY2008	734	307	1,041	
FY2009	1,444	712	2,156	
FY2010	1,843	1076	2,919	
FY2011	1,922	1286	3,208	

### **Description Of Measure #4:**

The recidivism rate for probationers who successfully complete community-based cognitive programs is the number of probationers incarcerated within two years of program enrollment divided by the number of probationers who successfully completed the program. The recidivism rate for program failures is similarly computed. The comparison group is Level III (see Glossary) probationers who score High Risk on the Field Risk Reduction Instrument (see Glossary).

### **Trend Analysis For Measure #4:**

The FY2015 target reductions in the recidivism rate are based upon the recidivism rates in recent years.

### **Information Regarding Measure #4:**

Evidence-based practice suggests that cognitive, behavioral or social learning in a highly structured program focused on criminal attitudes, values and actions will increase the opportunity for probationers to be successful on supervision and this has been supported by outcome studies by the DOC research unit. The DOC cognitive programs are particularly effective at reducing recidivism by offenders assessed as high risk.

## Objective 1B: Increase The Success Rate Of Probationers Who Participated In Evidence-Based Community Supervision Strategies

### Measure 1: Program Success For Supervision Strategies

Residential Facilities (RF): Increase From 61.9% To 64% By FY2015

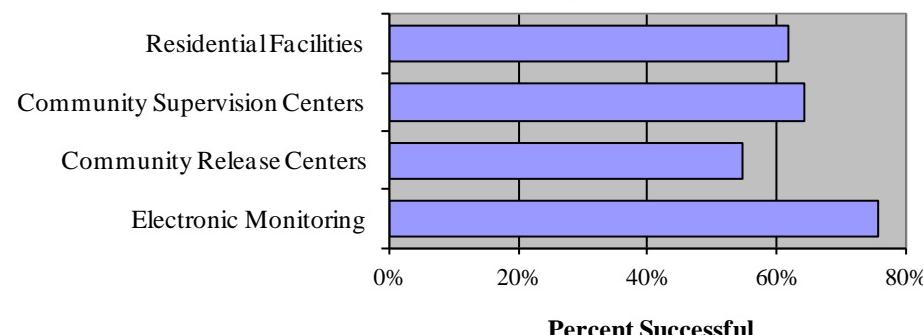
Community Supervision Center (CSC): Increase From 64.2% To 68% By FY2015

Community Release Center (CRC): Maintain At 56% Through FY2015

Electronic Monitoring Program (EMP): Maintain At 76% Through FY2015

### Measure #1:

#### Probationer Outcomes in FY13 Supervision Strategies



### Data Table For Measure #1:

#### Community Supervision Strategy Outcomes in FY13

	Complete	Fail	Total	Success Percent
Residential Facilities	143	88	231	61.9%
Community Supervision Centers	478	266	744	64.2%
Community Release Centers	243	194	437	55.6%
Electronic Monitoring	1,636	522	2,158	75.8%
Total	2,500	1,070	3,570	70.0%

**Description Of Measure #1:**

This measure refers to offenders who successfully complete a community-based supervision strategy. Supervision strategies emphasize control of the offender but residential facilities and community release centers are also used for offenders who have no suitable housing. Supervision strategies do not normally include cognitive, substance abuse or other support programming.

**Trend Analysis For Measure #1:****Supervision Strategies****Program Success Rates and FY14 Target**

Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
Residential Facilities	49.1%	46.7%	43.7%	46.3%	53.4%	62.9%	53.3%	62.7%	61.9%	64%
Community Supervision Centers		60.0%	63.3%	72.3%	67.7%	64.2%	64.0%	63.8%	64.2%	68%
Community Release Centers					50.7%	54.1%	52.5%	56.7%	55.6%	56%
Electronic Monitoring	69.5%	70.7%	70.9%	71.3%	73.1%	71.9%	74.8%	72.9%	75.8%	76%

**Information Regarding Measure #1:**

These supervision strategies are intended for probationers considered to have a high risk of re-offending or violating the conditions of supervision. A timely intervention can avoid or delay a period of incarceration or a new offense. Effective use of these supervision strategies enhances public safety by closely monitoring probationer activity. Timely interventions with these supervision strategies can prevent the use of incarceration and save taxpayer dollars.

**Measure 2: Recidivism For Supervision Strategies**

**Residential Facilities (RF): Maintain At 24% Through FY2015**

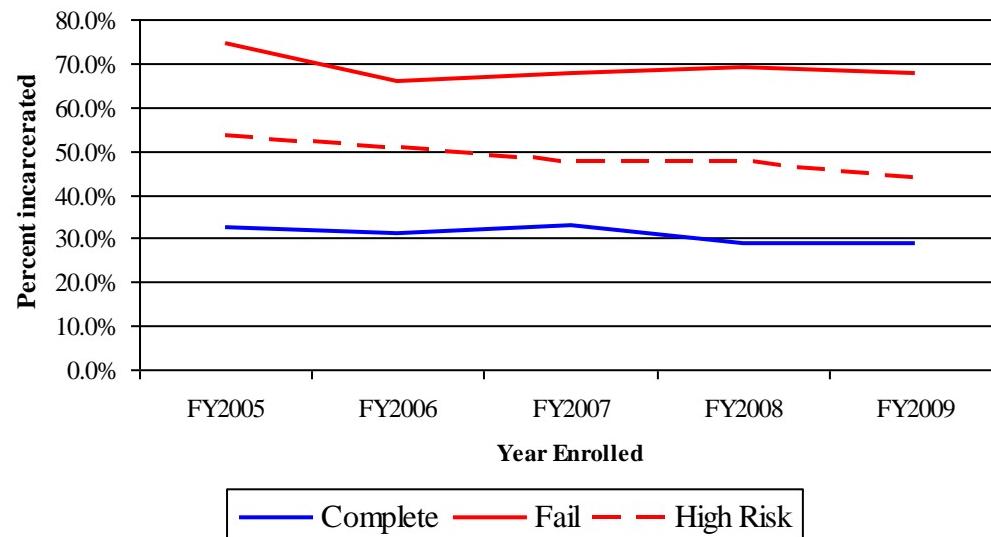
**Community Supervision Center (CSC): Reduce From 42.8% To 39% By FY2015**

**Community Release Center (CRC): Maintain At 24% Through FY2015**

**Electronic Monitoring Program (EMP): Maintain At 24% Through FY2015**

**Measure #2:**

**Supervision Strategies  
Recidivism After Two Years**



## Data Table For Measure #2:

### Two Year Recidivism Rates for Probationer Supervision Strategies

#### By Supervision Outcome

##### Program enrollment

Fiscal Year	Residential Facility			Community Supervision Center			Community Release Center			Electronic Monitoring			Total			Comp. Group of High Risk
	Complete	Fail	Total	Complete	Fail	Total	Complete	Fail	Total	Complete	Fail	Total	Complete	Fail	Total	
FY2007	34.5%	63.0%	59.6%	52.1%	90.0%	64.8%				31.2%	68.0%	42.2%	32.7%	68.0%	45.4%	49.6%
FY2008	24.3%	59.1%	58.9%	54.5%	87.3%	63.9%				26.7%	71.2%	39.1%	29.3%	69.3%	42.9%	46.9%
FY2009	26.9%	59.5%	41.8%	43.8%	86.9%	58.0%	25.0%	68.0%	44.3%	26.7%	66.3%	37.6%	28.7%	67.5%	41.2%	43.9%
FY2010	33.3%	65.0%	46.7%	44.6%	78.2%	56.6%	19.2%	66.5%	42.0%	24.9%	66.7%	36.4%	28.8%	68.4%	41.9%	44.2%
FY2011	23.9%	57.1%	46.5%	42.8%	76.8%	55.4%	23.6%	68.8%	45.0%	24.1%	66.9%	35.3%	27.1%	67.2%	40.8%	47.4%
Target	24%			39%			24%			24%			27%			
<b>Enrollment</b>																
FY2007	35	261	296	119	60	179				1,653	700	2,353	1,807	1,021	2,828	
FY2008	2	280	282	198	79	277				1,989	770	2,759	2,189	1,129	3,318	
FY2009	381	320	701	372	183	555	184	150	334	2,136	806	2,942	3,073	1,459	4,532	
FY2010	466	339	805	529	294	823	239	221	460	2,087	793	2,880	3,321	1,647	4,968	
FY2011	142	301	443	519	306	825	258	231	489	2,232	794	3,026	3,151	1,632	4,783	

### Description Of Measure #2:

The recidivism rate for probationers who successfully complete community-based supervision strategies is the number of probationers incarcerated within two years of program enrollment divided by the number of probationers who successfully completed community-based supervision. The recidivism rate for treatment failures is similarly computed. The comparison group is Level III probationers who score high supervision need on the Field Risk Reduction Instrument.

### Trend Analysis For Measure #2:

The FY2015 target reductions in the recidivism rate are based upon the recidivism rates in recent years.

### Information Regarding Measure #2:

Supervision success rates for these programs are somewhat skewed due to the inclusion of probationers who enter into programs in violation status. These probationers have incurred a violation of their supervision prior to entering a program, resulting in a lower likelihood of successfully completing the program, increasing the failure rate of the specific program for all probationers. Residential facility access is limited geographically. Budget constraints may lower the number of offenders being placed in these programs.

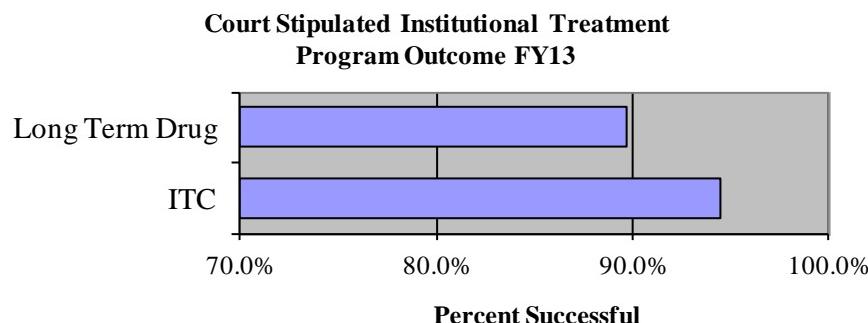
## Objective 1C: Increase The Success Rate Of Probationers Who Participated In Institutional Substance Abuse Treatment In Prison

### Measure 1: Program Success For Institutional Substance Abuse Treatment

Long-Term Drug Programs: Increase From 89.6% To 91% By FY2015

120-Day Drug Programs (ITC): Increase From 94.5% To 95% By FY2015

#### Measure #1:



#### Data Table For Measure #1:

##### Court Stipulated Institutional Treatment, FY13

Program	Releases	Completed	Failed	Percent Completed
Long Term Drug	617	553	64	89.6%
ITC	3,101	2,929	172	94.5%
Total	3,718	3,482	236	93.7%

**Description Of Measure #1:**

This measure refers to the number of offenders stipulated by the courts to complete an institutional drug treatment program who exited the program in FY2011. Offenders who successfully complete the program are released to serve a probation sentence.

**Trend Analysis For Measure #1:**

Court Stipulated Institutional Treatment- Program Outcomes

Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
<i>Completion Percentage</i>										
Long Term Drug 120 day	85.0% 92.0%	86.9% 91.7%	83.6% 93.8%	85.4% 94.1%	90.1% 94.5%	91.0% 94.2%	86.2% 92.5%	88.6% 94.3%	89.6% 94.5%	91% 95%
<i>Exits</i>										
Long Term Drug 120 day	619 2,412	488 2,991	494 2,817	521 2,730	548 2,786	614 2,856	615 2,973	606 3,039	617 3,101	
Total	3,031	3,479	3,311	3,251	3,334	3,470	3,588	3,645	3,718	

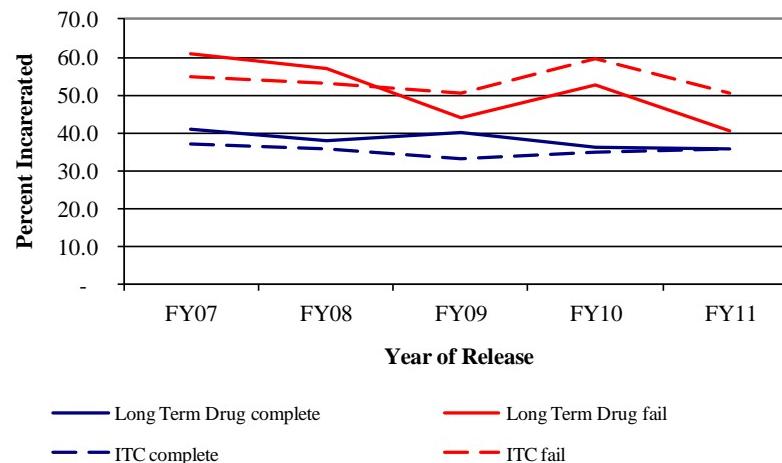
**Information Regarding Measure #1:**

Intensive treatment followed by aftercare in the community is an evidence-based approach to recovery. Therapeutic communities are an effective model of treatment which holds probationers accountable for their own behavior and progress through the program. This model is also cost-effective, because of its positive effects on lowering recidivism and avoidance of potential re-incarceration costs.

**Measure 2: Recidivism For Institutional Substance Abuse Treatment**  
**Long-Term Drug Programs: Maintain At 36% Through FY2015**  
**120-Day Drug Programs (ITC): Maintain At 33% Through FY2015**

**Measure #2:**

**Completion of Court Stipulated Institutional Treatment  
 Incarceration within two years of release**



**Data Table For Measure #2:**

**Completion of Court Stipulated Institutional Treatment  
 Incarceration within Two Years of Release**

	FY07	FY08	FY09	FY10	FY11	Target
<b><i>Long Term Drug</i></b>						
Completed	40.8	37.8	40.0	36.4	35.9	36%
Fail	61.1	57.0	44.1	52.5	40.4	
<b><i>ITC</i></b>						
Completed	37.1	35.9	33.2	34.9	35.9	33%
Fail	54.6	52.9	50.4	59.6	50.3	

**Description Of Measure #2:**

Recidivism is the percent of offenders, stipulated by the courts to complete an institutional drug treatment program and who are re-incarcerated within two years of release.

**Trend Analysis For Measure #2:**

There has been a decline in recidivism rates in recent years which have, in part, been attributed to the Department's reentry initiative and greater emphasis on providing substance abuse aftercare after release.

**Information Regarding Measure #2:**

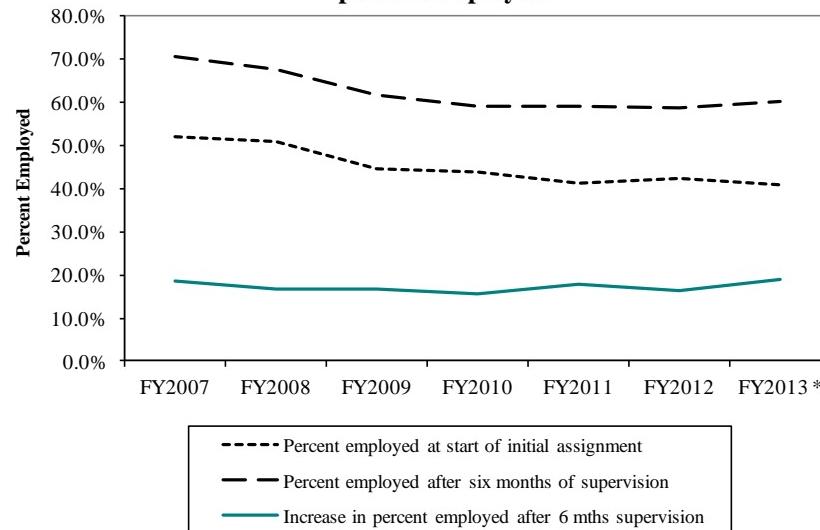
The availability of community resources to address substance abuse strongly impacts the recidivism rate of probationers who complete treatment. Cuts in the Missouri Department of Mental Health's budget have reduced treatment services for probationers in the community.

## Objective 1D: Increase The Rate Of Probationers Employed Or In Community-Based Educational/Vocational Programming

**Measure 1: The Difference In The Rate Of Employment For Probationers After Six Months Of Supervision From The Rate Of Employment At Initial Assignment**  
**Maintain At 19% Through FY2015**

### Measure #1:

Percent of probationers employed on initial assignment,  
after six months supervision and the increase in the  
percent employed



### Data Table For Measure #1:

Increase in Rate of Employment after six months of supervision following initial assignment

New probation openings and under supervision at least 6 months

New Probation Openings	Percent Employed at start of initial assignment	Percent Employed after six months of supervision	Change in Percent Employed after 6 mths supervision
2,394	41.1%	60.1%	19.0%

**Description Of Measure #1:**

The initial assignment period takes up to 90 days, during which the offender is observed and assessed using the Probation and Parole Field Risk Reduction Instrument (FRRI). After the initial assignment, a level of supervision is determined that is consistent with the risk of re-offending and the seriousness of the offender's offense. "Employed" includes working full-time (35 hours a week), part-time, attending education or vocational classes or being retired, a homemaker or disabled. Employment status is recorded as a part of the regular monitoring of the offender. New probation openings include offenders sentenced to probation and offenders who have been released from prison to probation after completing a court stipulated 120-day sentence under 559.115 RSMo.

**Trend Analysis For Measure #1:**

Unemployment rates for probationers have increased since FY2008 because of the recession and continuing high levels of unemployment but the improvement in the employment rate during the first six months of supervision following initial assignment has remained relatively unchanged at around 19%. The FY2015 target rate of improvement in the employment rate is to maintain the rate of increase achieved in FY2013. The offenders included in the trend analysis are only those offenders who have been on probation for at least 9 months to ensure that the improvement in employment from the start of supervision can be accurately measured.

**Increase in Rate of Employment after six months of supervision following initial assignment****New probation openings**

	New Probation Openings	Percent Employed at start of initial assignment	Percent Employed after six months of supervision	Change in Percent Employed after 6 mths supervision
FY2007	12,737	52.0%	70.7%	18.7%
FY2008	12,586	51.0%	67.6%	16.6%
FY2009	12,390	44.8%	61.7%	16.9%
FY2010	11,309	43.8%	59.3%	15.5%
FY2011	10,910	41.2%	59.0%	17.8%
FY2012	11,369	42.3%	58.7%	16.4%
FY2013 *	2,394	41.1%	60.1%	19.0%
Target FY15			19%	

\* Note that the FY2013 total includes only offenders who had been under supervision for at least six months following the 90 days initial assignment at the time of the analysis (Sept. 2013).

**Information Regarding Measure #1:**

Many probationers starting supervision became unemployed because of the loss of a job following the arrest and possible jail while awaiting trial and/or sentencing. One of the most important responsibilities of the probation and parole officers is to assist the offender in obtaining

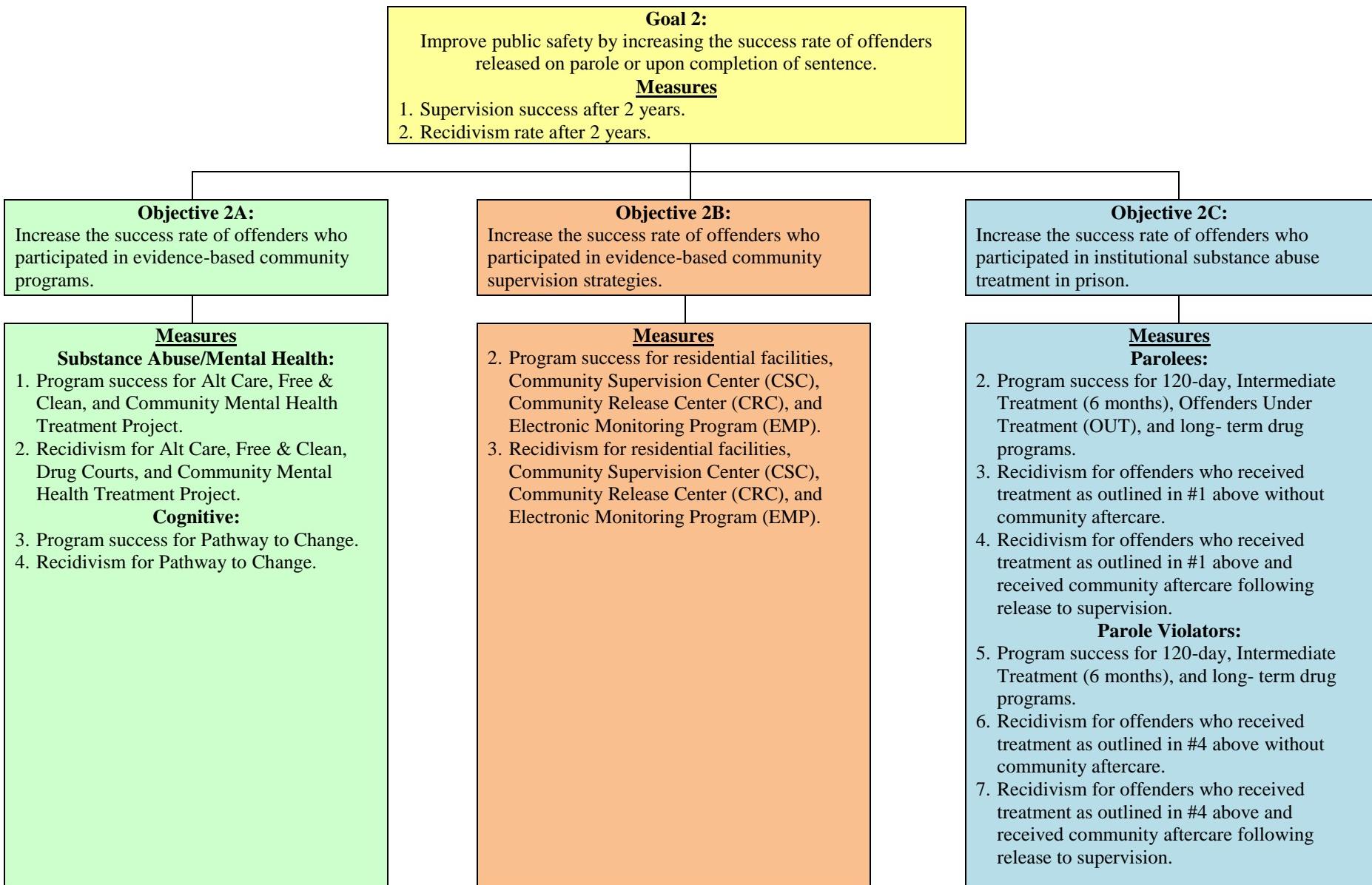
employment as quickly as possible. Unemployment is one of the strongest predictors of offender supervision failure. Achieving and maintaining full employment is an increasing challenge during the current recession.

## **Key Strategies for Goal 1**

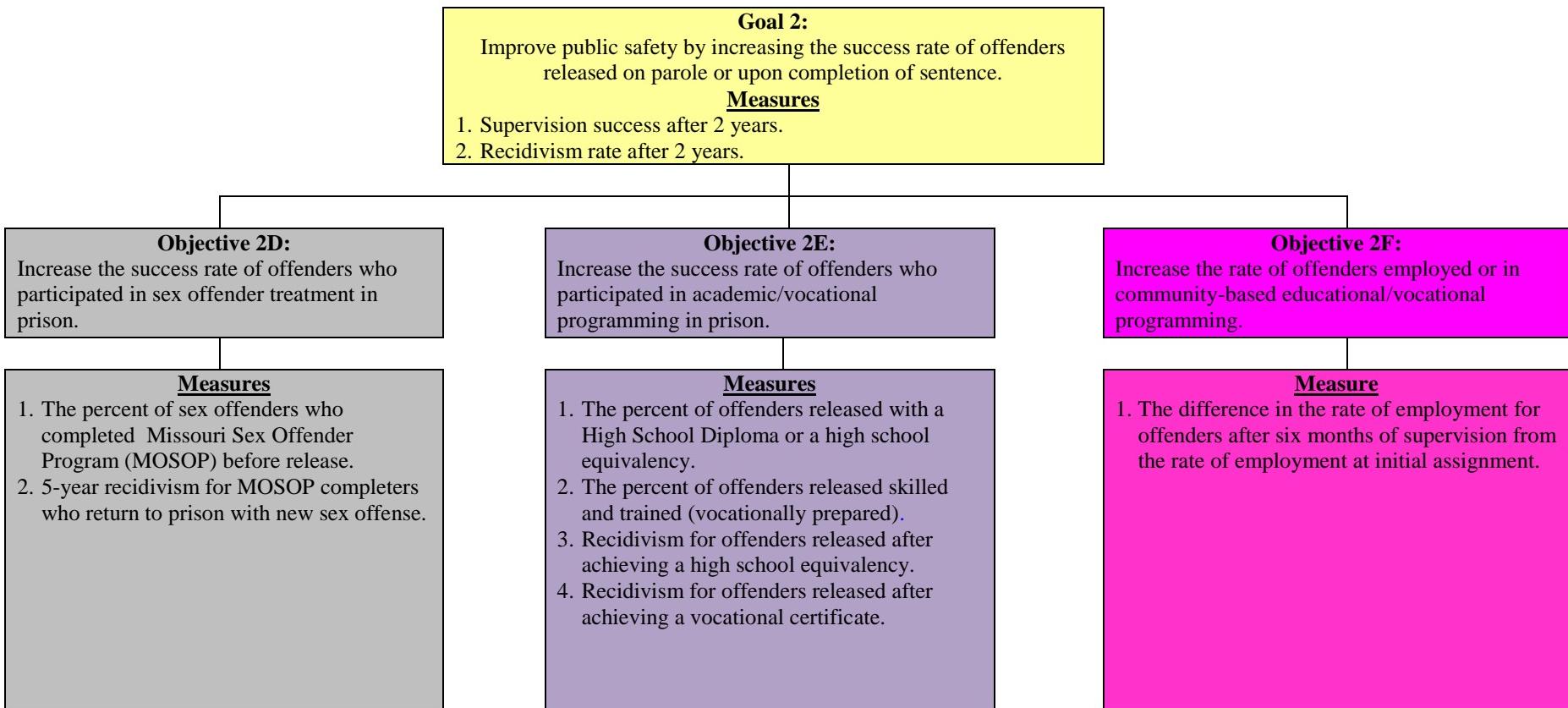
The following is a list of strategies the Department considers key to achieving successful outcomes related to Goal 1:

1. Evaluate the utilization rate of each program and allocation of resources, on a quarterly basis. (1A, 1B, & 1D)
2. Evaluate the program outcomes to ensure they maintain evidence-based status or are becoming a best practice on a quarterly basis. (1A & 1B)
3. Refer offenders to programs based on assessment. (1A & 1B)
4. Target program interventions based on the risk principle, which prioritizes resources for high risk offenders. (1A & 1B)
5. Target program interventions based on criminogenic needs. (1A & 1B)
6. Target program interventions based on the responsivity principle, which considers individual characteristics when referring offenders to programming. (1A & 1B)
7. Provide an appropriate dosage of programming for offenders. (1A & 1B)
8. Monitor the continuous quality improvement process which focuses on assessment, case management, cognitive behavioral programming, and motivational interviewing. (1B, 1C & 1D)
9. Educate and train field probation and parole staff on the dynamics of recovery, relapse prevention, and the importance of continuity of care on an on-going basis. (1C)
10. Revise Department of Mental Health (DMH) institutional substance abuse treatment certification standards to place an emphasis on best treatment practices for offenders, effective discharge planning, and a successful transition to community providers to achieve continuity of care. (1C)
11. Develop outcome measures for clients attending community treatment provided by DMH. (1A)
12. Continue to utilize a standardized protocol for standardized substance abuse assessment and substance abuse classification to identify appropriate program placement. (1C)
13. Ensure prioritization of appointments for community continuing care to be scheduled before release for high risk/need offenders completing institutional treatment, to facilitate timely services and to reduce waiting time in the community. (1C)
14. Continue to monitor the priority population project, in partnership with DMH, for those who will receive treatment immediately based on an assessment. (1C)
15. Target referrals to institutional substance abuse treatment according to risk, need, and responsivity principles to achieve an effective treatment match between need and level of care. (1C)
16. Continue to partner with Division of Workforce Development (DWD) and community-based employment programs to develop additional employment opportunities for probationers. (1D)
17. Continue to educate the community on the benefits of employing offenders such as the tax credit and federal bonding programs. (1D)
18. Establish community partnerships, through the local Missouri Reentry Process (MRP) teams, to identify businesses who will hire offenders. (1D)
19. Continue to emphasize employment programs as a priority when soliciting community reentry grants. (1D)

## GOAL 2 SUMMARY (Page 1 of 2)



## GOAL 2 SUMMARY (Page 2 of 2)



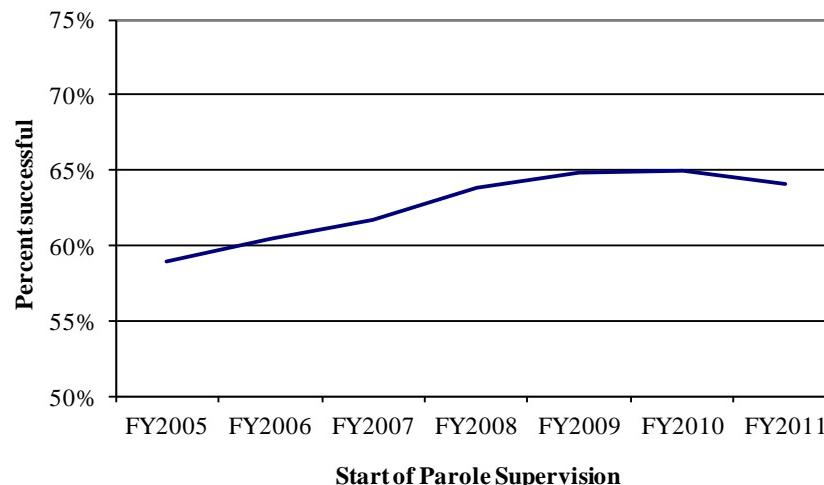
## **Goal 2: Improve Public Safety By Increasing The Success Rate Of Offenders Released On Parole Or Upon Completion Of Sentence.**

Missouri measures the success of parolees with two measures as follows:

1. Supervision Success After 2 Years
2. Recidivism Rate After 2 Years

### **Measure #1:**

**Parole Supervision Success after Two Years  
Case Openings FY05-FY11 and Outcome to June 30, 2013**



### **Data Table For Measure #1:**

**Parolee Supervision Success after Two Years  
Case Openings FY05-FY11 and outcome up to June 30, 2013**

	Start of Parole Supervision						
	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Parole openings	13,591	13,628	13,750	13,579	12,225	11,606	11,467
Percent Successful*	58.9%	60.4%	61.7%	63.8%	64.8%	65.0%	64.1%

\* successful is discharged from supervision or still active on supervision without a revocation of parole.

**Description Of Measure #1:**

This measure refers to the percent of parolees who successfully complete their supervision or are under active supervision two years from the start of the supervision without an additional incarceration.

**Trend Analysis For Measure #1:**

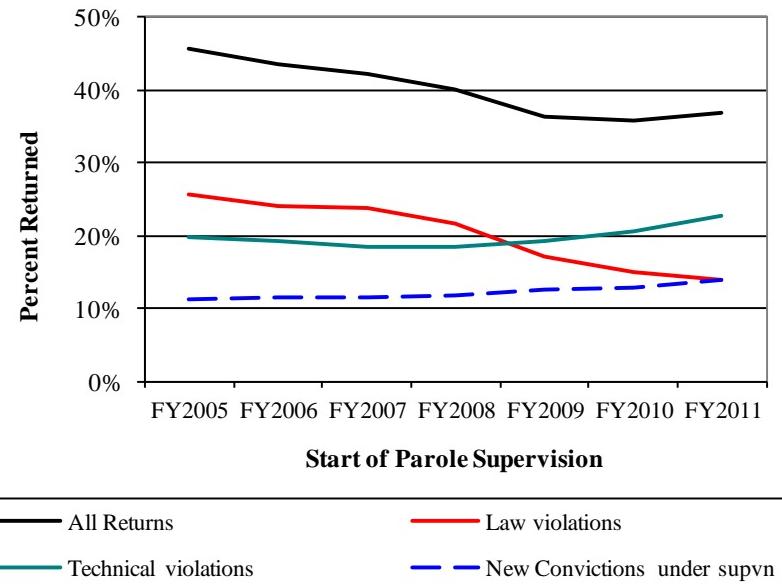
Since 2005, most DOC recidivism rates have been declining and this has been attributed to a number of factors, including reentry and parole supervision practices. Much emphasis in supervision has been given to avoiding incarceration for technical violations.

**Information Regarding Measure #1:**

The availability of sufficient community program resources affects positive and long-lasting change in parolee behavior. Offenders placed on parole have a multitude of challenges including education deficits, poor job skills, substance abuse problems, lack of stable housing, mental health diagnosis – all of which contribute to criminal behavior. The evidence reflects focusing existing state and community-based resources on offenders at the greatest risk of recidivism is the most efficient and effective use of inter-agency reentry strategies to meet the challenges parolees face should reduce parole revocations.

## Measure #2:

**Parole Revocations and New Convictions under Supervision  
within Two Years of Release**



### Data Table For Measure #2:

**Parole Revocation and New Conviction Under Supervision within Two Years  
of release from prison**

Parole Releases		First Return to Prison			New Conviction under Supvn.
		All Returns	Law Violations	Technical Violations	
FY2005	13,591	45.7%	25.8%	19.9%	11.4%
FY2006	13,628	43.5%	24.1%	19.4%	11.5%
FY2007	13,750	42.3%	23.8%	18.5%	11.7%
FY2008	13,579	40.1%	21.8%	18.4%	11.8%
FY2009	12,225	36.3%	17.1%	19.3%	12.7%
FY2010	11,606	35.8%	15.2%	20.6%	12.8%
FY2011	11,467	36.9%	14.1%	22.9%	13.8%

**Description Of Measure #2:**

This measure includes all offenders released on parole and/or conditional release, including offenders released for the first time from serving a new sentence and parole violators. The recidivism measure is the percent of parolees who are incarcerated for a law or technical violation of supervision or who are convicted of a new offense while under supervision within two years of release.

**Trend Analysis For Measure #2:**

The data indicates that the Department has been successful in reducing re-incarceration for both law and technical violations.

**Information Regarding Measure #2:**

Reduction in resources will result in diminishing opportunities to affect improvements in criminal behavior. Recidivism will likely increase if those opportunities diminish significantly. Intensive pre-release planning and continued partnership with outside state and community agencies after release will reduce recidivism.

## Objective 2A: Increase The Success Rate Of Offenders Who Participated In Evidence-Based Community Programs

### Measure 1: Program Success For Substance Abuse/Mental Health Programs

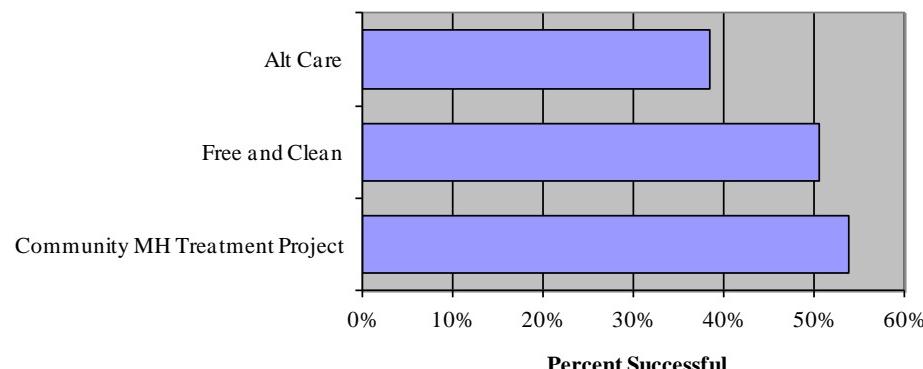
ALT Care: Increase From 38.5% To 40% By FY2015

Free & Clean: Maintain At 51% Through FY2015

Community Mental Health Treatment Project: Maintain At 54% Through FY2015

#### Measure #1:

##### Parolee Outcomes in FY13 Substance Abuse and Mental Health



#### Data Table For Measure #1:

##### Community Substance Abuse and Mental Health Program Outcomes in FY13

	Complete	Fail	Total	Success Percent
Alt Care	47	75	122	38.5%
Free and Clean	108	106	214	50.5%
Community MH Treatment Project	224	192	416	53.8%
Total	379	373	752	50.4%

**Description Of Measure #1:**

This measure refers to offenders who successfully complete a community substance abuse/mental health program (as defined in Glossary).

**Trend Analysis For Measure #1:****Substance Abuse and Mental Health Programs****Program Success Rates and FY15 Target**

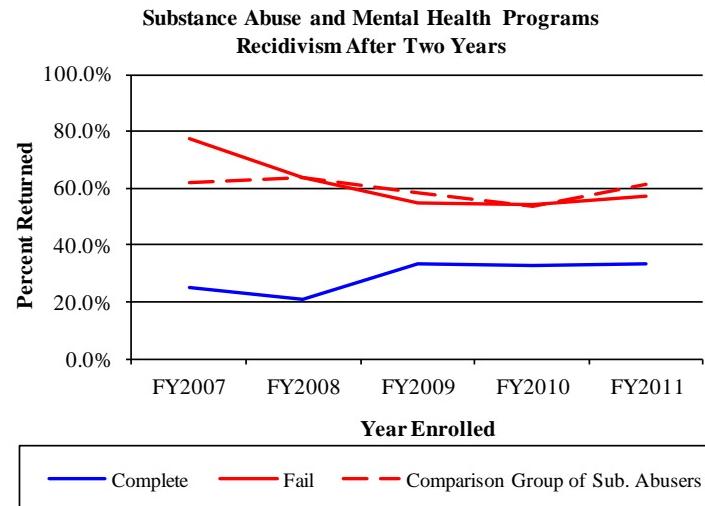
Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
Alt Care	37.3%	37.1%	24.6%	38.4%	41.5%	38.3%	38.7%	36.0%	38.5%	40%
Free and Clean	41.1%	33.5%	31.7%	43.8%	44.7%	46.5%	44.7%	39.8%	50.5%	51%
Community MH Treatment Project	0.0%	0.0%	0.0%	64.3%	53.8%	56.9%	63.1%	54.0%	53.8%	54%

**Information Regarding Measure #1:**

When a parolee successfully completes community-based substance abuse/mental health treatment programs:

- Less cost is incurred than with incarceration.
- Parolees' success under supervision is improved.

Collaboration among state and community agencies strengthens and improves the success rates of parole supervision. The Department has identified a number of key factors that impede successful offender transition to the community including housing, transportation, treatment, education, vocational skills, and lack of pro-social supports, to name a few.

**Measure 2: Recidivism For Substance Abuse/Mental Health Programs****ALT Care: Reduce From 10.2% To 9% By FY2015****Free & Clean: Maintain At 20% Through FY2015****Community Mental Health Treatment Project: Reduce From 25% To 21% By FY2015****Measure #2:****Data Table For Measure #2:****Two Year Recidivism Rates for Parolee Substance Abuse Treatment and Mental Health Programs****By Program Outcome****Program Enrollment**

Fiscal Year	Alt Care		Free & Clean		Community M H Treatment Project		Total		Comparison Group of Sub. Abusers
	Complete	Fail	Complete	Fail	Complete	Fail	Complete	Fail	
FY2007	12.1%	74.6%	34.9%	83.3%	-	-	25.0%	77.1%	62.0%
FY2008	14.3%	56.0%	24.3%	71.0%	-	-	20.9%	63.9%	63.4%
FY2009	9.1%	53.8%	25.0%	70.5%	24.1%	68.4%	33.1%	55.0%	58.6%
FY2010	12.9%	70.0%	25.3%	61.0%	21.3%	69.4%	32.6%	54.2%	53.3%
FY2011	10.2%	68.3%	20.4%	61.8%	25.1%	73.7%	33.1%	57.0%	61.1%
Target	9%		20%		21%		32%		

**Description Of Measure #2:**

This measure refers to the percentage of parolees who were incarcerated within two years from enrollment in a community substance abuse or mental health program.

**Trend Analysis For Measure #2:**

The trend analysis indicates that, overall, the recidivism rate for community substance abuse programs has been declining over the last five years and a small reduction in recidivism is projected to FY2015.

**Information Regarding Measure #2:**

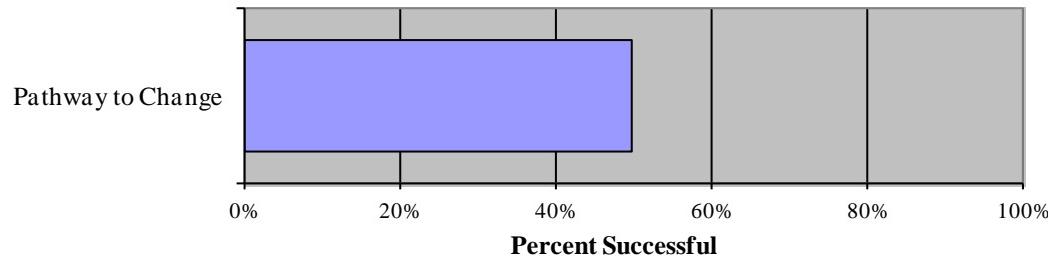
For many parolees who fail to complete community-based substance abuse/mental health programs, the Department's only remaining option is to return the parolee to prison. Upon the return to prison, the Department would provide resources for the parolee to receive reentry services and/or treatment in an institutional program.

### Measure 3: Program Success For Cognitive Programs

Pathway To Change: Increase From 49.7% To 64% By FY2015

#### Measure #3:

##### Parolee Outcomes in FY13 Cognitive Programs



#### Data Table For Measure #3:

##### Community Cognitive Program Outcomes in FY13

	Complete	Fail	Total	Success Percent
Pathway to Change	520	526	1,046	49.7%

#### Description Of Measure #3:

This measure refers to offenders who successfully complete a community-based cognitive program (as defined in Glossary). Cognitive programs address offender anti-social attitudes and help improve problem solving and coping skills. Missouri has developed its own cognitive skills program in consultation with other state and professional organizations and the curriculum is used both in the institutions and in the field. Successful completion is the completion of the assigned classes or satisfactory progress by offenders who were transferred out of the program because of other administrative requirements before completion.

**Trend Analysis For Measure #3:****Cognitive Programs****Program Success Rates and FY15 Target**

Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
Pathway to Change		60.4%	52.0%	62.8%	66.0%	63.8%	56.6%	56.5%	49.7%	64%

**Information Regarding Measure #3:**

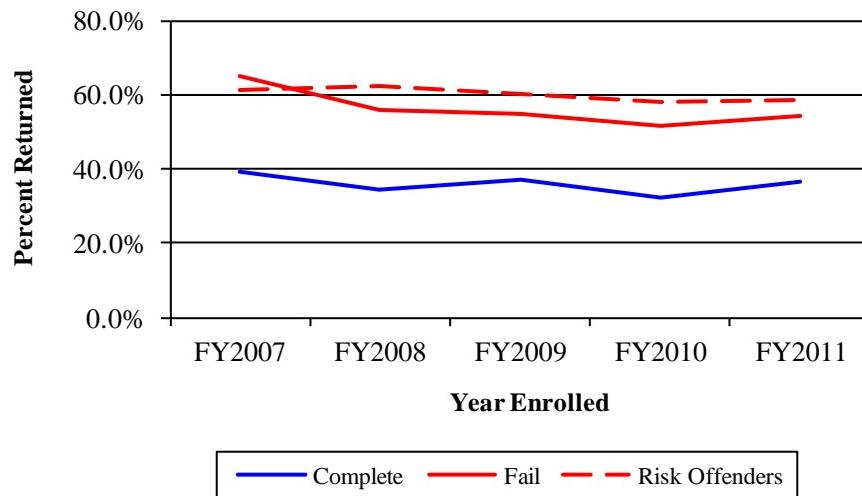
Evidence-based practice suggests that cognitive, behavioral or social learning in a highly structured program focused on criminal attitudes, values and actions pre- and post-release will increase the opportunity for parolees to be successful on supervision and this has been supported by outcome studies by the DOC research unit. The DOC cognitive programs are particularly effective at reducing recidivism by offenders who are assessed as high risk.

#### Measure 4: Recidivism For Cognitive Programs

Pathway To Change: Decrease From 36.4% To 33% By FY2015

#### Measure #4:

##### Cognitive Programs Recidivism After Two Years



#### Data Table For Measure #4:

Two Year Recidivism Rates for Parolee Cognitive Programs

By Supervision Outcome

Enrollment

Fiscal Year	Pathway to Change		High Risk Comparison Group
	Complete	Fail	
FY2007	39.1%	64.9%	61.0%
FY2008	34.3%	55.7%	62.4%
FY2009	37.1%	54.7%	60.2%
FY2010	32.4%	51.6%	58.1%
FY2011	36.4%	54.0%	58.5%
Target	33%		

**Description Of Measure #4:**

This measure refers to offenders who successfully complete a community-based cognitive program (as defined in Glossary). The comparison group is Level III (see Glossary) offenders with a High Risk score on the Probation and Parole Field Risk Reduction Instrument.

**Trend Analysis For Measure #4:**

The trend analysis indicates that, overall, the recidivism rate for community-based cognitive programs has been declining over the last five years and a small reduction in recidivism is projected in FY2015 for Pathway to Change.

**Information Regarding Measure #4:**

Evidence reflects that cognitive, behavioral or social learning in a highly structured program focused on criminal attitudes, values and actions pre- and post-release will increase the opportunity for parolees to be successful on supervision.

## Objective 2B: Increase The Success Rate Of Offenders Who Participated In Evidence-Based Community Supervision Strategies

### Measure 1: Program Success For Supervision Strategies

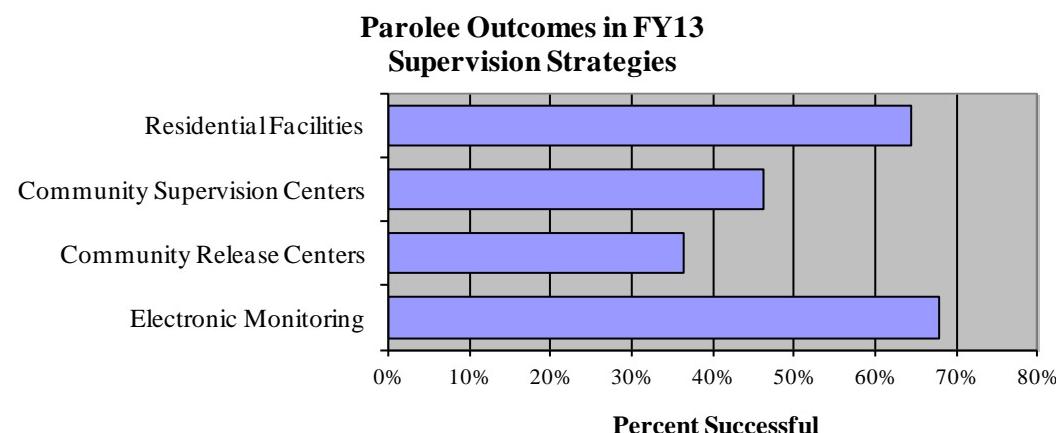
Residential Facilities (RF): Maintain At 65% Through FY2015

Community Supervision Center (CSC): Increase From 46.1% To 64% By FY2015

Community Release Center (CRC): Increase From 36.3% To 39% By FY2015

Electronic Monitoring Program (EMP): Increase From 67.9% To 70% By FY2015

### Measure #1:



### Data Table For Measure #1:

#### Community Supervision Strategy Outcomes in FY13

	Complete	Fail	Total	Success Percent
Residential Facilities	226	124	350	64.6%
Community Supervision Centers	297	347	644	46.1%
Community Release Centers	759	1,331	2,090	36.3%
Electronic Monitoring	591	280	871	67.9%
Total	1,873	2,082	3,955	47.4%

**Description Of Measure #1:**

This measure refers to offenders who successfully complete a community-based supervision strategy (as defined in Glossary). Supervision strategies emphasize control of the offender but residential facilities and community release centers are also used for offenders who have no suitable housing. Supervision strategies do not normally include cognitive, substance abuse or other support programming.

**Trend Analysis For Measure #1:****Supervision Strategies****Program Success Rates and FY15 Target**

Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
Residential Facilities	60.0%	53.9%	57.9%	51.3%	49.3%	53.1%	56.3%	60.9%	64.6%	65%
Community Supervision Centers	0.0%	0.0%	0.0%	57.7%	60.8%	69.6%	64.0%	59.4%	46.1%	64%
Community Release Centers	37.7%	34.2%	36.2%	30.6%	31.5%	34.9%	38.6%	39.1%	36.3%	39%
Electronic Monitoring	74.0%	75.1%	73.2%	70.9%	69.9%	70.5%	67.2%	68.0%	67.9%	70%

**Information Regarding Measure #1:**

Successful performance while participating in supervision strategies means that the parolee avoids committing new crimes, complies with the conditions of parole and is not re-incarcerated.

## Measure 2B: Recidivism For Supervision Strategies

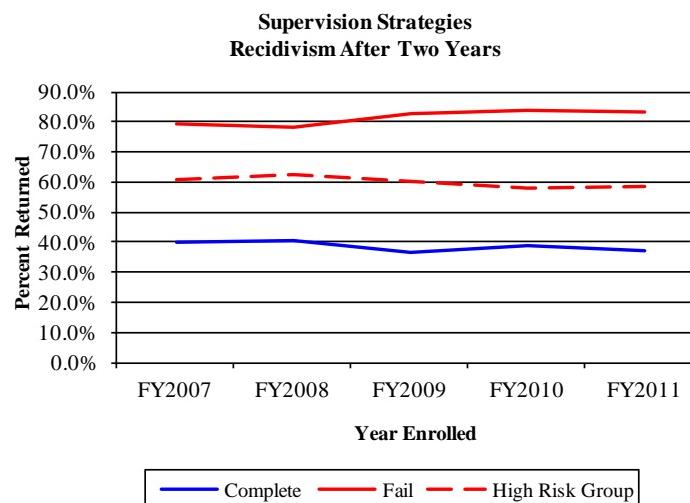
**Residential Facilities (RF): Decrease From 36.9% To 35% By FY2015**

**Community Supervision Center (CSC): Decrease From 46.2% To 43% By FY2015**

**Community Release Center (CRC): Decrease From 26.5% To 25% By FY2015**

**Electronic Monitoring Program (EMP): Decrease From 38.2 To 35% By FY2015**

### Measure #2:



### Data Table For Measure #2:

#### Two Year Recidivism Rates for Parolee Supervision Strategies

##### By Supervision Outcome

##### Enrollment FY

Fiscal Year	Residential Facility		Community Supervision Center		Community Release Center		Electronic Monitoring		Total		High Risk Group
	Complete	Fail	Complete	Fail	Complete	Fail	Complete	Fail	Complete	Fail	
FY2007	38.8%	89.2%	51.4%	88.0%	31.9%	53.2%	38.7%	87.8%	40.2%	79.5%	61.0%
FY2008	36.0%	83.3%	56.5%	88.4%	32.5%	55.8%	36.7%	84.4%	40.4%	78.0%	61.2%
FY2009	34.4%	74.9%	49.0%	88.3%	28.5%	85.9%	34.9%	82.0%	36.7%	82.8%	55.1%
FY2010	36.4%	76.2%	52.0%	90.7%	27.3%	88.9%	38.5%	79.8%	38.6%	83.9%	55.5%
FY2011	36.9%	76.2%	46.2%	85.8%	26.5%	88.7%	38.2%	81.6%	37.0%	83.1%	57.1%
Target	35%		43%		25%		35%		39%		

**Description Of Measure #2:**

This measure refers to parolees who successfully complete a community-based supervision strategy (as defined in Glossary). The comparison group is Level III (see Glossary) offenders with a High Risk score on the Probation and Parole Field Risk Reduction Instrument.

**Trend Analysis For Measure #2:**

The trend analysis indicates that, overall, the recidivism rate for parolees who successfully complete community-based supervision strategies has been declining over the last five years and a small reduction in recidivism is projected for FY2015 for community supervision strategies.

**Information Regarding Measure #2:**

Reduction in resources will result in diminishing opportunities to affect improvement in criminal behavior. Recidivism will likely increase if those opportunities diminish significantly.

## Objective 2C: Increase The Success Rate Of Offenders Who Participated In Institutional Substance Abuse Treatment In Prison

**Measure 1 For Parolees: Program Success For Institutional Substance Abuse Treatment**

**Long-Term Drug Programs: Increase From 70% To 72% By FY2015**

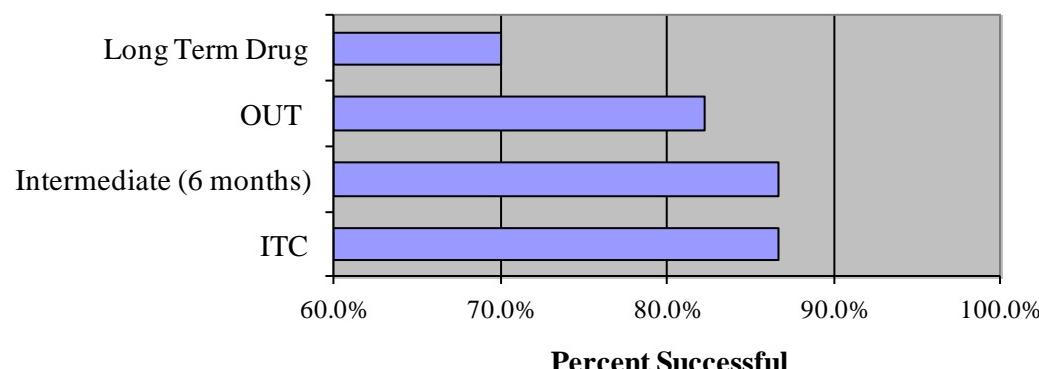
**Offenders Under Treatment (OUT): Increase From 82.2% To 84% By FY2015**

**Intermediate Treatment (6 Months): Maintain At 87% Through FY2015**

**120-Day Drug Programs: Maintain At 87% Through FY2015**

### Measure #1:

**Board Ordered Institutional Treatment  
Program Outcomes for New Admissions FY13**



### Data Table For Measure #1:

**Board Order Institutional Treatment- New Admissions, FY13**

Program	Releases	Completed	Failed	Percent Completed
Long Term Drug	150	105	45	70.0%
OUT	213	175	38	82.2%
Intermediate (6 months)	1,177	1,020	157	86.7%
ITC	641	556	85	86.7%
Total	2,181	1,856	325	85.1%

**Description Of Measure #1:**

This measure refers to the number of offenders stipulated by the board to complete an institutional drug treatment program who exited the program. Offenders who have been returned as parole violators are not included in this measure.

**Trend Analysis For Measure #1:**

Board Ordered Institutional Treatment for New Admissions - Program Outcomes

Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
<i>Completion Percentage</i>										
Long Term Drug OUT	71.5%	80.0%	72.2%	67.6%	70.9%	70.5%	61.5%	62.3%	70.0%	72%
Intermediate (6 months)	91.0%	85.5%	81.5%	77.5%	82.9%	81.2%	84.1%	82.4%	82.2%	84%
120 day	86.9%	75.6%	68.8%	77.1%	81.9%	79.2%	81.0%	82.8%	86.7%	87%
	80.2%	75.2%	74.3%	81.8%	84.5%	85.5%	83.1%	86.4%	86.7%	87%
<i>Exits</i>										
Long Term Drug OUT	997	340	198	185	182	149	148	138	150	
Intermediate (6 months)	312	550	504	325	293	293	315	312	213	
120 day	481	553	603	804	861	1,012	1,110	1,157	1,177	
Total	344	230	288	384	485	498	580	616	641	
	2,134	1,673	1,593	1,698	1,821	1,952	2,153	2,223	2,181	

**Information Regarding Measure #1:**

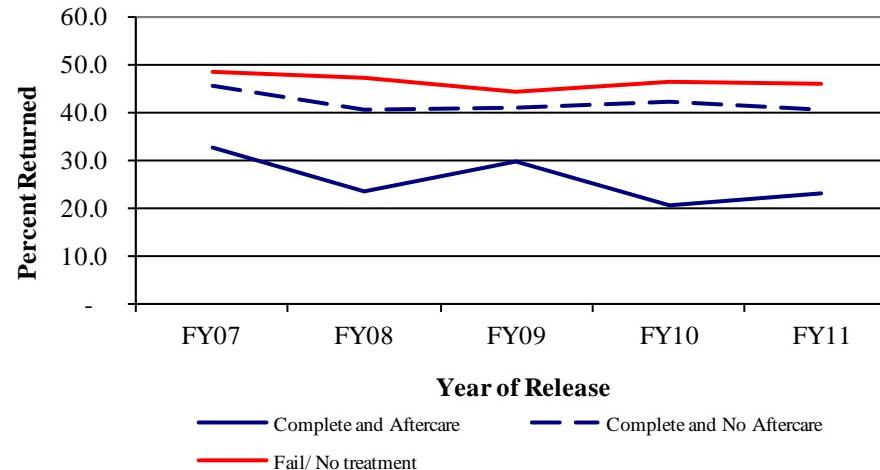
Intensive treatment followed by aftercare in the community is an evidence-based approach to recovery. Therapeutic communities are effective in substance abuse treatment. This model of treatment holds parolees accountable for their own behavior and progress through the program. This model is also cost-effective, because of its positive effects on lowering recidivism and avoidance of potential re-incarceration costs.

**Measure 2 For Parolees: Recidivism For Offenders Who Received Treatment As Outlined With Objective 2C Measure #1 Without Community Aftercare**

**Decrease From 40.5% To 38% By FY2015**

**Measure #2:**

**Completion of Board Ordered Institutional Treatment and Aftercare - New Admissions**



**Data Table For Measure #2:**

**Recidivism within Two Years of Release, New Admissions**

**Board Ordered Institutional Drug Treatment and Community Aftercare**

Outcome	Aftercare	FY07	FY08	FY09	FY10	FY11	Target
Complete Institutional Program	Yes	32.4	23.4	29.7	20.4	22.9	20%
Complete Institutional Program	No	45.4	40.3	40.8	42.2	40.5	38%
Fail or No Institutional Program	No	48.5	47.2	44.1	46.5	45.9	
Average		47.1	44.3	42.4	44.0	42.9	

**Releases**

Complete Institutional Program	Yes	139	154	172	152	153
Complete Institutional Program	No	791	878	983	1,006	1,171
Fail or No Institutional Program	No	2,584	2,322	2,236	2,137	1,993
Total		3,514	3,354	3,391	3,295	3,317

**Description Of Measure #2:**

Recidivism is the percent of offenders who have a serious substance abuse problem (SACA score of 4 or 5), are stipulated by the Board to complete an institutional drug treatment program (120-day ITC, six month or 12 month programs), have not received Department-provided aftercare and are then re-incarcerated within two years of release.

**Trend Analysis For Measure #2:**

Although not all community aftercare is recorded in the recidivism analysis, the time series indicates the importance of community support services for offenders with substance abuse problems. Over most years in the trend analysis, the recidivism rates of offenders completing the long-term program have the lowest recidivism rates.

**Board Ordered Institutional Drug Treatment Completion and No Community Aftercare****Recidivism within Two Years of Release, New Admissions****By Program Type**

Outcome	FY07	FY08	FY09	FY10	FY11
Long Term Drug	43.6	32.9	37.3	43.2	35.8
OUT	45.9	36.8	43.6	44.3	38.7
Intermediate (6 months)	44.6	44.3	39.9	40.7	40.4
120-day treatment	48.5	40.1	42.7	44.2	43.8
Average	45.4	40.3	40.8	42.2	40.5

**Releases**

Outcome	FY07	FY08	FY09	FY10	FY11
Long Term Drug	179	140	150	132	123
OUT	209	144	149	115	142
Intermediate (6 months)	269	397	431	526	641
120-day treatment	134	197	253	233	265
Total	791	878	983	1,006	1,171

**Information Regarding Measure #2:**

The availability of community resources to deal with substance abuse strongly impacts the recidivism rate of offenders who complete treatment. Cuts in the Missouri Department of Mental Health's budget have reduced the availability of community services for offenders.

**Measure 3 For Parolees: Recidivism Rates For Offenders Who Received Treatment As Outlined With Objective 2C Measure #1 And Received Community Aftercare Following Release From Supervision**  
**Decrease From 22.9% To 20% By FY2015**

**Measure #3:**

See chart for measure #2 on page 48

**Data Table For Measure #3:**

See data table for measure #2

**Description Of Measure #3:**

Recidivism is the percent of offenders who have a serious substance abuse problem (SACA score of 4 or 5), are stipulated by the Board to complete an institutional drug treatment program (120-day ITC, six month or 12 month programs), have received Department-provided aftercare in the community, and are then re-incarcerated within two years of release. Some community alcohol and drug treatment services that are provided by the Department of Mental Health are not included in the analysis.

**Trend Analysis For Measure #3:**

**Board Ordered Institutional Drug Treatment Completion and Community Aftercare**

**Recidivism within Two Years of Release, New Admissions**

**By Program Type**

Outcome	FY07	FY08	FY09	FY10	FY11
Long Term Drug	33.3	18.2	29.6	23.8	26.1
OUT	12.9	16.7	38.9	16.0	6.3
Intermediate (6 months)	42.9	23.6	32.4	20.3	27.9
120-day treatment	38.1	31.7	22.6	21.9	14.3
Average	32.4	23.4	29.7	20.4	22.9

**Releases**

Outcome	FY07	FY08	FY09	FY10	FY11
Long Term Drug	45	22	27	21	23
OUT	31	36	18	25	16
Intermediate (6 months)	42	55	74	74	86
120-day treatment	21	41	53	32	28
Total	139	154	172	152	153

Although not all community aftercare is recorded, the recidivism analysis indicates the importance of community support services for offenders with substance abuse problems. The recidivism rate of those offenders who receive DOC community drug treatment after release is always at least ten percent lower than the recidivism rates of offenders who only receive institutional drug treatment.

**Information Regarding Measure #3:**

The availability of community resources to deal with substance abuse strongly impacts the recidivism rate of offenders who complete treatment. Cuts in the Missouri Department of Mental Health's budget have reduced the availability of community services for offenders.

**Measure 4 For Parole Violators: Program Success For Institutional Substance Abuse Treatment**

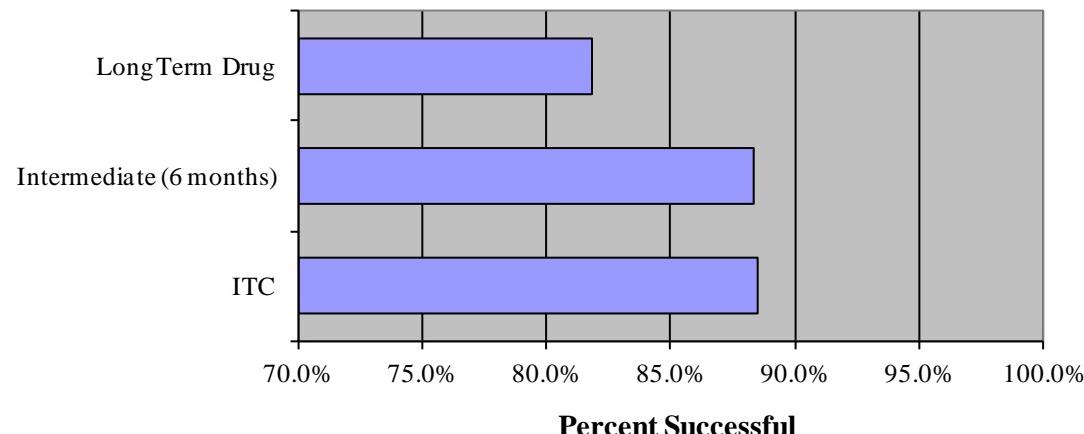
**Long-Term Drug Programs: Maintain At 82% Through FY2015**

**Intermediate Treatment (6 Months): Increase From 88.4% To 90% By FY2015**

**120-Day Drug Programs: Increase From 88.5% To 90% By FY2015**

**Measure #4:**

**Board Ordered Institutional Treatment  
Program Outcomes for Parole Violators FY13**



**Data Table For Measure #4:**

**Board Order Institutional Treatment- Parole Violators, FY13**

Program	Releases	Completed	Failed	Percent Completed
Long Term Drug	132	108	24	81.8%
Intermediate (6 months)	344	304	40	88.4%
ITC	654	579	75	88.5%
Total	1,130	991	139	87.7%

**Description Of Measure #4:**

This measure refers to the number of offenders returned as parole violators who completed an institutional treatment program of 120-days, six months or 12 months duration and exited the program in the fiscal year.

## Trend Analysis For Measure #4:

### Board Ordered Institutional Treatment for Parole Violators - Program Outcomes

Program	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	Target FY15
Long Term Drug	71.9%	81.4%	73.4%	80.2%	80.0%	79.7%	77.4%	79.9%	81.8%	82%
Intermediate (6 months)	88.7%	77.2%	70.9%	79.5%	82.0%	78.0%	78.3%	85.3%	88.4%	90%
120 day	82.7%	83.6%	83.4%	85.8%	86.5%	87.6%	85.4%	89.6%	88.5%	90%
<b>Exits</b>										
Long Term Drug	392	161	154	121	140	128	146	139	132	
Intermediate (6 months)	115	189	213	298	344	482	428	367	344	
120 day	1,266	700	817	697	754	871	978	915	654	
Total	1,773	1,050	1,184	1,116	1,238	1,481	1,552	1,421	1,130	

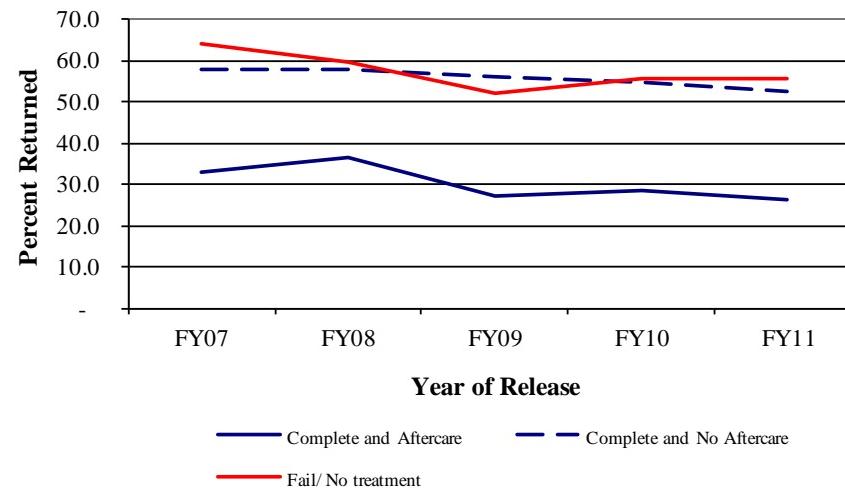
## Information Regarding Measure #4:

Therapeutic communities are effective in substance abuse treatment. Intensive treatment followed by aftercare in the community is an evidence-based approach to recovery. This model of treatment holds parolees accountable for their own behavior as they progress through the program. This model is also cost-effective, because of its positive effects on lowering recidivism and avoidance of potential re-incarceration costs. An issue with providing Institutional Substance Abuse Treatment to parole violators is that many times there is insufficient time to enter and complete the six- or twelve-month program.

**Measure 5 For Parole Violators: Recidivism For Offenders Who Received Treatment As Outlined With Objective 2C Measure #4  
Without Community Aftercare  
Decrease From 52.4% To 50% By FY2015**

**Measure #5:**

**Completion of Board Ordered Institutional Treatment  
and Aftercare - Parole Violators**



**Data Table For Measure #5:**

**Recidivism within Two Years of Release, Parole Violators  
Board Ordered Institutional Drug Treatment and Community Aftercare**

Outcome	Aftercare	FY07	FY08	FY09	FY10	FY11	Target
Complete Institutional Program	Yes	32.8	36.6	27.2	28.5	26.2	25%
Complete Institutional Program	No	57.8	57.9	55.9	54.7	52.4	50%
Fail or No Institutional Program	No	64.2	59.5	51.9	55.6	55.6	
Average		62.6	58.7	52.2	54.5	54.0	

**Releases**

Complete Institutional Program	Yes	67	101	92	123	105
Complete Institutional Program	No	763	700	827	985	992
Fail or No Institutional Program	No	3,608	3,689	3,048	2,626	2,816
Total		4,438	4,490	3,967	3,734	3,913

**Description Of Measure #5:**

Recidivism is the percent of offenders who have a serious substance abuse problem (SACA score of 4 or 5), are stipulated by the Board to complete an institutional drug treatment program (120-day ITC, six month or 12 month programs), have not received Department-provided aftercare and are then re-incarcerated within two years of release.

**Trend Analysis For Measure #5:**

Although not all community aftercare is recorded, the recidivism analysis indicates the importance of community support services for offenders with substance abuse problems. Over most years in the trend analysis the recidivism rates of offenders completing the long-term program have the lowest recidivism rates.

**Board Ordered Institutional Drug Treatment Completion and No Community Aftercare****Recidivism within Two Years of Release, Parole Violators****By Program Type**

Outcome	FY07	FY08	FY09	FY10	FY11
Long Term Drug	46.4	49.0	61.7	59.6	43.5
Intermediate (6 months)	50.0	55.9	52.5	50.7	52.3
120-day treatment	63.5	61.1	56.6	56.7	54.4
Average	57.7	57.8	56.0	54.8	52.5

**Releases**

Outcome	FY07	FY08	FY09	FY10	FY11
Long Term Drug	125	96	120	109	108
Intermediate (6 months)	170	216	265	366	333
120-day treatment	468	388	442	510	551
Total	763	700	827	985	992

**Information Regarding Measure #5:**

The availability of community resources to deal with substance abuse strongly impacts the recidivism rate of parole violators who complete treatment. Cuts in the Missouri Department of Mental Health's budget have reduced the availability of community services for parole violators.

**Measure 6 For Parole Violators: Recidivism For Offenders Who Received Treatment As Outlined With Objective 2C Measure #4 And Received Community Aftercare Following Release From Supervision**  
**Decrease From 26% To 25% By FY2015**

**Measure #6:**

See Chart for Measure #5 on page 54

**Data Table For Measure #6:**

See data table for measure #5

**Description Of Measure #6:**

Recidivism is the percent of offenders who have a serious substance abuse problem (SACA score of 4 or 5), are stipulated by the Board to complete an institutional drug treatment program (120-day ITC, six month or 12 month programs), have received Department-provided aftercare in the community, and are then re-incarcerated within two years of release. Some community alcohol and drug treatment services that are provided by the Department of Mental Health are not included in the analysis.

**Trend Analysis For Measure #6:**

**Board Ordered Institutional Drug Treatment Completion and Community Aftercare**

**Recidivism within Two Years of Release, Parole Violators**

**By Program Type**

Outcome	FY07	FY08	FY09	FY10	FY11
Long Term Drug	11.8	45.0	31.3	31.6	29.2
Intermediate (6 months)	38.5	30.0	31.0	37.2	29.7
120-day treatment	42.9	36.0	23.4	21.7	21.5
Average	34.0	35.9	27.2	28.8	26.2

**Releases**

Outcome	FY07	FY08	FY09	FY10	FY11
Long Term Drug	17	20	16	19	24
Intermediate (6 months)	15	31	29	44	38
120-day treatment	35	50	47	60	43
Total	67	101	92	123	105

**Information Regarding Measure #6:**

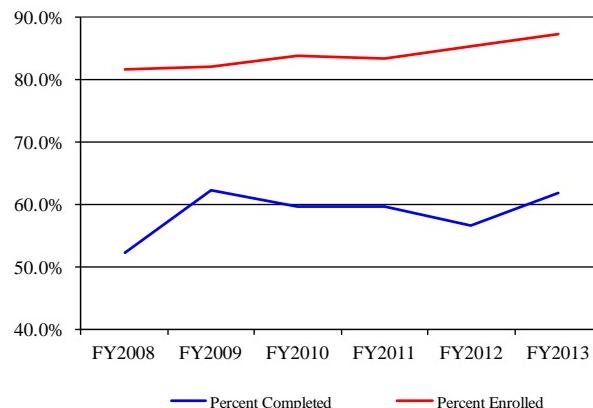
The availability of community resources to deal with substance abuse strongly impacts the recidivism rate of parole violators who complete treatment. Cuts in the Missouri Department of Mental Health's budget have reduced the availability of community services for parole violators.

## Objective 2D: Increase The Success Rate Of Offenders Who Participated In Sex Offender Treatment In Prison

**Measure 1: The Percent Of Sex Offenders Who Completed The Missouri Sex Offender Program (MOSOP) Before Release  
Increase From 61.9% To 63% By FY2015**

### Measure #1:

The Percent of Sex Offenders Released From Prison who had been enrolled and completed MOSOP



### Data Table For Measure #1:

Sex Offenders Required To Complete MOSOP  
Enrolled in and Completed MOSOP before Release

Released		Number		Percent	
		Enrolled in program	Completed Program	Enrolled in program	Completed Program
FY2008	228	186	119	81.6%	52.2%
FY2009	502	412	312	82.1%	62.2%
FY2010	393	329	234	83.7%	59.5%
FY2011	396	330	236	83.3%	59.6%
FY2012	431	368	244	85.4%	56.6%
FY2013	446	389	276	87.2%	61.9%
TOTAL	2,396	2,014	1,421	84.1%	59.3%

**Description Of Measure #1:**

This measure indicates the number of offenders mandated to complete the Missouri Sex Offender Program (MOSOP) who have successfully completed the program before the first release from prison. The number of sex offenders who have been enrolled in the program is also shown as a percent of releases.

**Trend Analysis For Measure #1:**

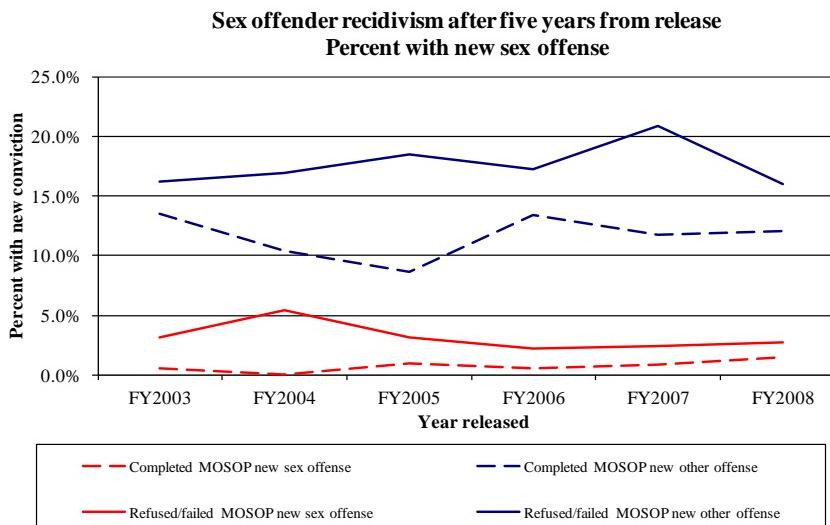
The increase in MOSOP program beds in 2003 has increased the number of offenders that are enrolled in the program and the percent of sex offenders who have been released after completing MOSOP had remained around 60% in FY10 and FY11 but declined in FY12 and rebounded to 61.9% in FY13. There is a need to improve the success rates of the high number of sex offenders who participate in the program.

**Information Regarding Measure #1:**

The enrollment and completion of MOSOP is important in the management of sex offenders. The outcome analyses conducted by the Department indicate that completion of MOSOP is associated with lower recidivism rates both for new sex crimes and new non-sex crimes. Additionally, offenders who refuse or fail to complete the program are generally released by the Board of Probation and Parole on the completion of sentence because of the public safety concerns. This adds to the costs of incarceration and results in offenders being released without any supervision. Supervision of sex offenders includes community sex offender treatment.

**Measure 2: 5-Year Recidivism For MOSOP Completers Who Return To Prison With New Sex Offense  
Reduce Recidivism Rate To 0.5% By FY2015**

**Measure #2:**



**Data Table For Measure #2:**

**Recidivism After 5 Years of Sex Offenders Released FY2003-FY2008**

**Outcome to June 30, 2013**

Year Released	Completed MOSOP					Refused or Failed MOSOP				
	Releases	New Sex Conviction	Percent New Sex Conviction	New Other Conviction	Percent Other Conviction	Releases	New Sex Conviction	Percent New Sex Conviction	New Other Conviction	Percent Other Conviction
FY2003	177	1	0.6%	24	13.6%	160	5	3.1%	26	16.3%
FY2004	173	-	0.0%	18	10.4%	183	10	5.5%	31	16.9%
FY2005	207	2	1.0%	18	8.7%	157	5	3.2%	29	18.5%
FY2006	193	1	0.5%	26	13.5%	185	4	2.2%	32	17.3%
FY2007	230	2	0.9%	27	11.7%	211	5	2.4%	44	20.9%
FY2008	266	4	1.5%	32	12.0%	218	6	2.8%	35	16.1%

**Description Of Measure #2:**

This measure refers to the number of sex offenders released from prison and who are convicted of another sex offense within five years of release. A five-year time frame is used to measure recidivism because the literature on sex offender recidivism suggests that at least five years is necessary to properly measure the risk of re-offending. The measure also includes the number of other convictions by sex offenders.

**Trend Analysis For Measure #2:**

New sex convictions have remained low throughout the analysis period and they also reflect national statistics on sex offender re-offending. With the strengthening of the sex offender registration laws, there has been an increase in convictions for failing to correctly register as a sex offender.

**Information Regarding Measure #2:**

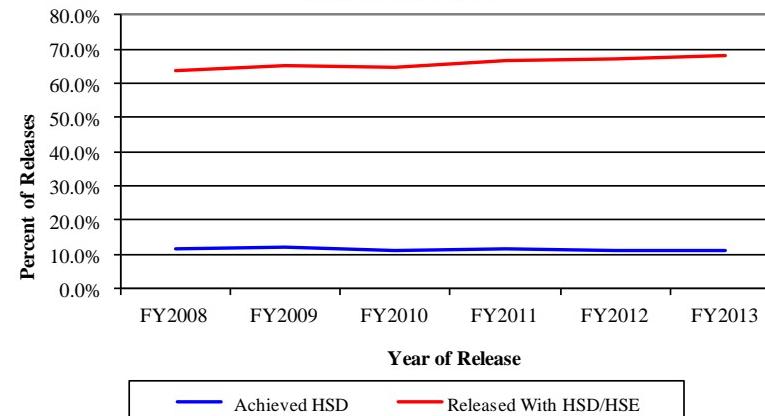
New conviction rates for any offenses by sex offenders on parole are about 12% after 5 years, which is similar to that of sex offenders on probation. The average new conviction rate for other offenders is 26%.

## Objective 2E: Increase The Success Rate of Offenders Who Participated In Academic/Vocational Programming In Prison

**Measure 1: The Percent Of Offenders Released With A High School Diploma Or A High School Equivalency Maintain At 68% Through FY2015**

### Measure #1:

**Percent of offenders achieving a High School  
Equivalency and the Percent of Offenders released  
with a HSD/HSE**



### Data Table For Measure #1:

Percent of Offenders Released with a High School Diploma or HSE

	Entered With HSD/HSE	Achieved HSD	Released With HSD/HSE	Percent Entered With HSD/HSE	Percent Achieved HSE	Percent Released With HSD/HSE
Releases						
FY2008	6,434	1,406	7,840	52.3%	11.4%	63.7%
FY2009	6,702	1,563	8,265	53.0%	12.4%	65.3%
FY2010	6,576	1,374	7,950	53.3%	11.1%	64.5%
FY2011	6,566	1,374	7,940	55.0%	11.5%	66.5%
FY2012	6,571	1,334	7,905	55.7%	11.3%	67.0%
FY2013	7,151	1,371	8,522	57.2%	11.0%	68.1%
TOTAL	40,000	8,422	48,422	54.4%	11.5%	65.9%

**Description Of Measure #1:**

This measure refers to the population released from prison with either a verified high school diploma (HSD) or with a high school equivalency (HSE) that was achieved either before admission or during the incarceration. On admission to prison educational attainment is verified during the reception and diagnostic process. Offenders serving 120-day sentences and released to probation are not included in the measure because the offenders do not go through a full classification process, although 120-day offenders can attend education classes. The number of offenders who achieve a high school equivalency while incarcerated is expressed as a percent of those offenders who are admitted without a HSD/HSE.

**Trend Analysis For Measure #1:**

There is a statutory mandate to require offenders who do not have a high school diploma to make a good faith effort to obtain a high school equivalency before becoming eligible for parole. Since FY2005 there has been an increase in the percent of offenders released with a high school diploma or high school equivalency but most of the increase can be attributed to a higher percentage of offenders being admitted with a high school diploma or high school equivalency. The percent of offenders who have obtained a high school equivalency while incarcerated has averaged about 12% of releases. That group of offenders who entered the MDOC without high school credentials, and failed to achieve a high school equivalency prior to their release includes those who, due to our limited resources were released while on school waiting lists, those who were released before completing the high school equivalency, and those who were academically unable to successfully complete Educational Programs.

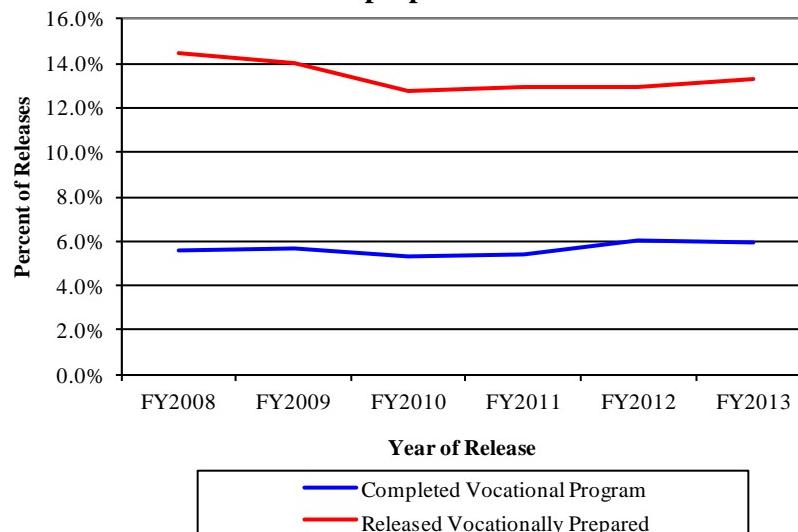
**Information Regarding Measure #1:**

Participation in educational programs while incarcerated has been shown to be an important component of an offender's successful transition to the community. Acquisition of a high school equivalency while incarcerated within Missouri Department of Corrections has been associated with lower offender recidivism rates. Increasing the number of offenders released with a high school equivalency potentially reduces costs in terms of re-incarceration, and contributes to the public safety through less victimization.

**Measure 2: The Percent Of Offenders Released Skilled And Trained (Vocationally Prepared)**  
**Increase From 13.3% To 15% By FY2015**

**Measure #2:**

**Percent of offenders who complete a vocational class  
 and the percent who are released vocationally  
 prepared**



**Data Table For Measure #2:**

**Percent of Offenders Released Vocationally Prepared**

	Releases	Entered Vocationally Prepared	Completed Vocational Program	Released Vocationally Prepared	Percent Entered Vocationally Prepared	Percent Completed Vocational Class	Percent Released Vocationally Prepared
FY2008	12,304	1,096	687	1,783	8.9%	5.6%	14.5%
FY2009	12,649	1,066	713	1,779	8.4%	5.6%	14.1%
FY2010	12,334	921	650	1,571	7.5%	5.3%	12.7%
FY2011	11,932	899	642	1,541	7.5%	5.4%	12.9%
FY2012	11,793	816	708	1,524	6.9%	6.0%	12.9%
FY2013	12,505	923	738	1,661	7.4%	5.9%	13.3%

**Description Of Measure #2:**

This measure refers to the number of offenders released from prison who are evaluated as skilled and trained expressed as a percentage of all releases. The initial vocational evaluation is part of the admission process at the diagnostic and reception center. The vocational evaluation includes an assessment of the job skills, work history, education and vocational training. To be considered vocationally skilled and trained an offender is required to have a high school diploma or high school equivalency and to have completed vocational or college class work, whether obtained prior to or during incarceration.

**Trend Analysis For Measure #2:**

The number of offenders who are admitted vocationally prepared is low (less than 10%). The number of offenders who complete a DOC vocational program adds significantly to the number of offenders who are released as vocationally prepared. From FY2005 to FY2009 there was an increase in the number of offenders who completed a vocational class expressed as a percentage of offenders who were admitted not vocationally prepared. In FY2011 there was a small decline in the percentage that have completed a vocational class and in the percentage who were released as vocationally skilled and trained.

**Information Regarding Measure #2:**

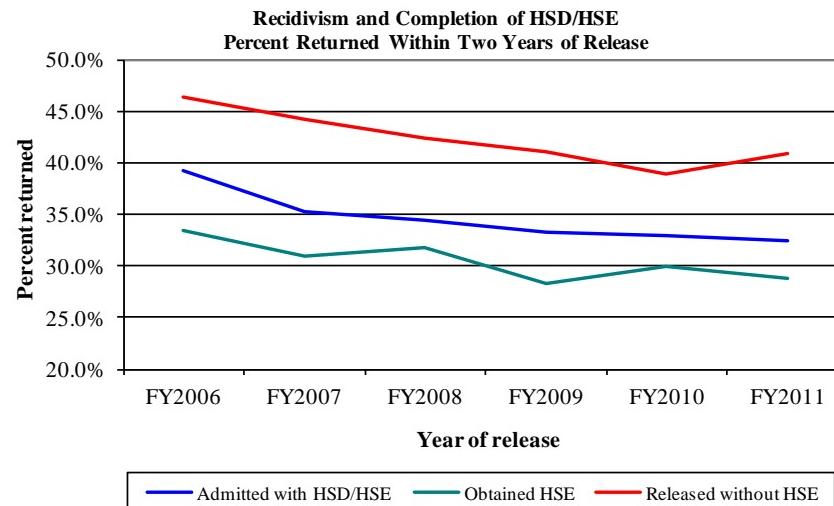
Completion of basic vocational training within Missouri Department of Corrections has been associated with lower offender recidivism.

Increasing the number of offenders who are vocationally prepared prior to release optimizes post-release employment opportunity.

Employment lessens the potential for returning to prison.

**Measure 3: Recidivism For Offenders Released After Achieving A High School Equivalency**  
**Maintain Recidivism At 29% Through FY2015**

**Measure #3:**



**Data Table For Measure #3:**

**Recidivism and Education**

**Recidivism After Two Years From Release**

	Admitted with HSD/HSE			Obtained HSE			Released without HSE		
	Releases	Returns	Percent Return	Releases	Returns	Percent Return	Releases	Returns	Percent Return
FY2006	2,632	1,031	39.2%	809	270	33.4%	2,304	1,068	46.4%
FY2007	2,628	925	35.2%	734	227	30.9%	2,297	1,016	44.2%
FY2008	2,691	925	34.4%	744	236	31.7%	2,073	877	42.3%
FY2009	2,783	927	33.3%	834	236	28.3%	2,094	861	41.1%
FY2010	2,683	885	33.0%	693	208	30.0%	2,074	805	38.8%
FY2011	2,704	877	32.4%	752	216	28.7%	1,876	767	40.9%
	16,121	5,570	34.6%	4,566	1,393	30.5%	12,718	5,394	42.4%

**Description Of Measure #3:**

This measure refers to the number of offenders released after obtaining a high school equivalency while incarcerated and who were returned to prison within two years of release for a violation of parole or a new conviction, expressed as a percentage of all releases. The recidivism rate is compared to the recidivism rate of offenders who were released without a HSD/HSE and to the recidivism rate of offenders who were admitted with a HSD/HSE

**Trend Analysis For Measure #3:**

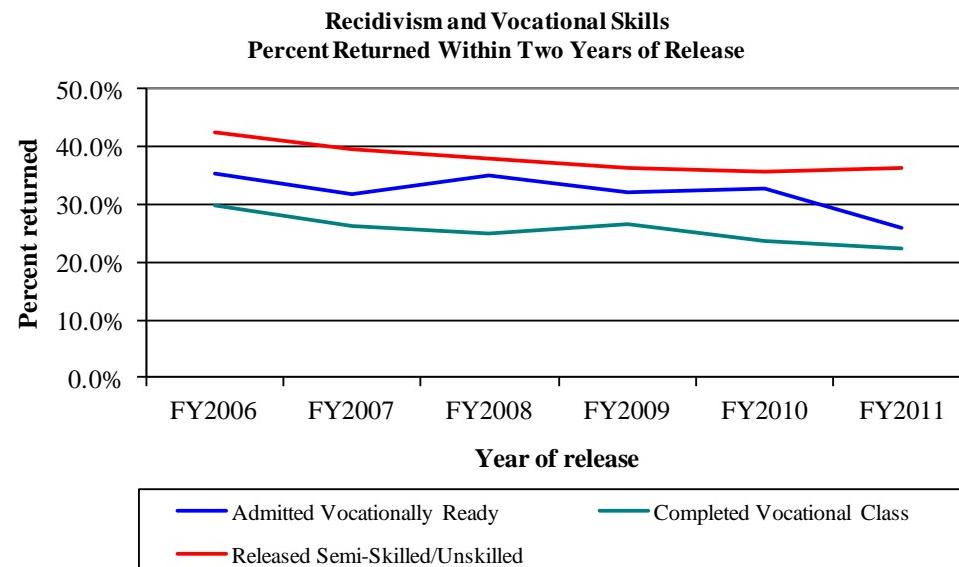
Since FY2005, the recidivism rate of offenders who complete a high school equivalency has been 13 percentage points lower than the recidivism rate of offenders who are released without a HSD/hse and has also been lower than the recidivism rate of offenders who were admitted with a HSD/HSE. The recidivism rate of all institutional releases has been declining since FY2005.

**Information Regarding Measure #3:**

Completion of a high school equivalency while incarcerated within Missouri Department of Corrections is associated with a lower recidivism rate than that of offenders who entered prison with high school credentials; supporting the need to increase the number of offenders educated through high school equivalency while incarcerated.

**Measure 4: Recidivism For Offenders Released After Achieving A Vocational Certificate**  
**Decrease From 22.4% To 21% By FY2015**

**Measure #4:**



**Data Table For Measure #4:**

**Recidivism and Vocational Training**  
**Recidivism After Two Years From Release**

	Admitted Vocationally Ready			Completed Vocational Class			Released Semi-Skilled/Unskilled		
	Releases	Returns	Percent Return	Releases	Returns	Percent Return	Releases	Returns	Percent Return
FY2006	541	191	35.3%	310	93	30.0%	4,890	2,083	42.6%
FY2007	416	133	32.0%	354	93	26.3%	4,876	1,932	39.6%
FY2008	327	115	35.2%	375	94	25.1%	4,785	1,812	37.9%
FY2009	339	109	32.2%	415	111	26.7%	4,940	1,790	36.2%
FY2010	240	79	32.9%	369	88	23.8%	4,838	1,729	35.7%
FY2011	244	63	25.8%	340	76	22.4%	4,744	1,718	36.2%
	2,107	690	32.7%	2,163	555	25.7%	29,073	11,064	38.1%

**Description Of Measure #4:**

This measure refers to the number of offenders released after completing a vocational class and who were returned to prison within two years of release for a violation of parole or a new conviction, expressed as a percentage of all releases. The recidivism rate is compared to the recidivism rate of offenders who were released semi or unskilled and to the recidivism rate of offenders who were admitted skilled and trained.

**Trend Analysis For Measure #4:**

Since FY2006 the recidivism rate of offenders who complete a vocational class has been 13 percentage points lower than the recidivism rate of offenders who are released unskilled or semi-skilled and has also been 7 percentage points lower than the recidivism rate of offenders who were admitted skilled and trained. The recidivism rate of all institutional releases has been declining since FY2006.

**Information Regarding Measure #4:**

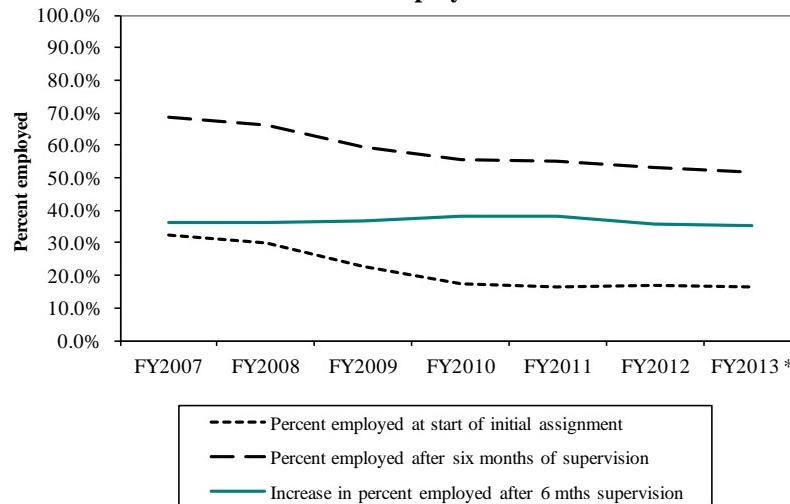
The acquisition of a basic vocational skill through the completion of a Missouri Department of Corrections vocational program has shown lower offender recidivism rates as compared to those offenders released without such credentials, as well as for those who entered prison possessing such skills/training. Completion of a Missouri Department of Corrections vocational program contributes to public safety and corrections cost reductions.

## Objective 2F: Increase The Rate Of Offenders Employed Or In Community-Based Educational/Vocational Programming

**Measure 1: The Difference In The Rate Of Employment For Offenders After Six Months Of Supervision From The Rate Of Employment At Initial Assignment**  
**Maintain At 35% Through FY2015**

### Measure #1:

**Percent employed of parolees on initial assignment, after six months supervision and the increase in the percent employed**



### Data Table For Measure #1:

**Increase in Rate of Employment after six months of supervision following initial assignment**

**Releases to parole**

Releases to Parole	Percent Employed at start of initial assignment	Percent Employed after six months of supervision	Change in Percent Employed after 6 mths supervision
1,031	16.5%	51.9%	35.4%

**Description Of Measure #1:**

This measure refers to the initial assignment period that takes up to 90 days, during which the offender is observed and assessed using the Probation and Parole's Field Risk Reduction Instrument (FRRI). After the initial assignment, a level of supervision is determined that is consistent with the risk of re-offending and the seriousness of the offender's offense. "Employed" includes working full-time (35 hours a week), working part-time (more than 20 hours a week), attending education/vocational classes, or being retired, a homemaker or disabled. Employment status is recorded as a part of the regular monitoring of the offender.

**Trend Analysis For Measure #1:**

Unemployment rates for parolees have increased significantly since FY2008 and this is resulting in parolees taking longer to obtain work. In FY2013 the percent employed fell to 16.5% at the initial assignment but after the first six months of supervision the employment rate increased to 51.9%. The FY2015 target is to maintain the 35.4% improvement in the employment rate that was achieved in FY2013.

The data included in the trend analysis selects offenders who have been on parole for at least nine months to ensure that the improvement in employment from the initial assignment can be accurately measured.

**Increase in Rate of Employment after six months of supervision following initial assignment****Releases to parole, FY07 to FY13**

	Releases to Parole	Percent Employed at start of initial assignment	Percent Employed after six months of supervision	Change in Percent Employed after 6 mths supervision
FY2007	5,052	32.3%	68.5%	36.2%
FY2008	5,178	29.9%	66.1%	36.2%
FY2009	5,415	22.9%	59.4%	36.5%
FY2010	5,161	17.3%	55.5%	38.2%
FY2011	5,019	16.5%	54.9%	38.4%
FY2012	5,263	17.1%	53.0%	35.9%
FY2013 *	1,031	16.5%	51.9%	35.4%
Target FY15			35%	

\* Note that the FY2013 total includes only offenders who had been under supervision for at least six months following the initial assignment at the time of the analysis (September 2013).

**Information Regarding Measure #1:**

Obtaining a job is one of the greatest challenges for offenders being released from prison. It is one of the most important responsibilities of the Probation and Parole Officer to assist the offender in obtaining employment as quickly as possible. Unemployment is one of the strongest predictors of offender supervision failure and is an increasing challenge during the current recession.

## **Key Strategies for Goal 2**

The following is a list of strategies the Department considers key to achieving successful outcomes related to Goal 2:

1. Evaluate the utilization rate of each program and allocation of resources, on a quarterly basis. (2A, 2B, & 2D)
2. Evaluate the program outcomes to ensure they maintain evidence-based status or are becoming a best practice on a quarterly basis.(2A & 2B)
3. Refer offenders to programs based on assessment. (2A & 2C)
4. Target program interventions based on the risk principle, which prioritizes resources for high risk offenders. (2A & 2B)
5. Target program interventions based on criminogenic needs. (2A & 2B)
6. Target program interventions based on the responsivity principle, which considers individual characteristics when referring offenders to programming. (2A & 2B)
7. Provide an appropriate dosage of programming for offenders. (2A & 2B)
8. Monitor the continuous quality improvement process which focuses on assessment, case management, cognitive behavioral programming, and motivational interviewing. (2B, 2C & 2D)
9. Educate and train field probation and parole staff on the dynamics of recovery, relapse prevention, and the importance of continuity of care on an on-going basis. (2C)
10. Develop outcome measures for clients attending community treatment provided by DMH. (2A)
11. Revise Department of Mental Health (DMH) institutional substance abuse treatment certification standards to place an emphasis on best treatment practices for offenders, effective discharge planning, and a successful transition to community providers to achieve continuity of care. (2C)
12. Continue to utilize a standardized protocol for standardized substance abuse assessment and substance abuse classification to identify appropriate program placement. (2C)
13. Continue to monitor the priority population project, in partnership with DMH, for those who will receive treatment immediately based on an assessment. (2C)
14. Ensure prioritization of appointments for community continuing care to be scheduled before release for high risk/need offenders completing institutional treatment, to facilitate timely services and to reduce waiting time in the community. (2C)
15. Target referrals to institutional substance abuse treatment according to risk, need, and responsivity principles to achieve an effective treatment match between need and level of care. (2C)
16. Target referrals to institutional substance abuse treatment based on risk, need, responsivity, and the appropriate dosage of treatment. (2C)
17. Continue to utilize current, and identify new, evidence-based practices for the treatment of sex offenders. (2D)
18. Develop specialized programming for sex offenders based upon each offender's individual criminogenic needs. (2D)

19. Expand sex offender treatment programming to allow for second opportunities for offenders who previously failed or refused treatment. (Also, expand MoSOP to a maximum security institution to allow maximum custody level offenders an opportunity to complete sex offender treatment.) (2D)
20. Continue the use of the Test of Adult Basic Education (TABE), a nationally recognized academic assessment tool, which has resulted in increased student progression, increased HSE pass rates, and more HSEs achieved in a shorter time frame. (2E)
21. Continue to assess Vocational program curriculum using Division of Workforce Development (DWD) and U.S. Department of Labor data to ensure programs are reflective of the demands of the labor market. (2E)
22. Implement Employability Skills curriculum that focuses primarily on post-release employability. (2F)
23. Continue to partner with DWD and community-based employment programs to develop additional employment opportunities for parolees. (2F)
24. Continue to educate the community on the benefits of employing offenders such as the tax credit and federal bonding programs. (2F)
25. Establish community partnerships, through the local MRP teams, to identify businesses who will hire offenders. (2F)
26. Implement Employability Skills curriculum that focuses primarily on post-release employability. (2F)

## GOAL 3 SUMMARY (Page 1 of 2)

### Goal 3:

Improve public safety through the effective and efficient correctional management of incarcerated offenders.

#### Objective 3A:

Increase institutional safety and security.

##### Measures

1. The rate of offender on staff assaults.
2. The rate of offender on offender assaults.
3. The rate of offender conduct violations.
4. The number of substantiated incidents of staff on offender sexual misconduct.
5. The number of substantiated incidents of staff on offender sexual harassment.
6. The number of offender on offender substantiated nonconsensual sexual acts.
7. The number of offender on offender substantiated abusive sexual contacts.

#### Objective 3B:

Decrease average number of days offenders are assigned to Reception & Diagnostic Centers.

##### Measures

1. The average number of days to complete the initial classification.
2. The average number of days to transfer the offender to general population after completing initial classification.

#### Objective 3C:

Increase the success rate of offenders who participate in core reentry programming while incarcerated.

##### Measures

1. Program success of offenders attending Anger Management, Pathway to Change, Impact of Crime on Victims Class (ICVC), or InsideOut Dad.
2. The Recidivism of offenders participating in Anger Management, Pathway to Change, Impact of Crime on Victims Class (ICVC), or InsideOut Dad.

## GOAL 3 SUMMARY (Page 2 of 2)

### Goal 3:

Improve public safety through the effective and efficient correctional management of incarcerated offenders.

#### Objective 3D:

Increase the percentage of offenders with substance abuse problems who are enrolled in treatment at a time that allows the offender to complete the program prior to the Guideline Release Date.

#### Measure

1. Percentage of substance abuse treatment completion prior to the Guideline Release Date.

#### Objective 3E:

Increase the percentage of sex offenders who are enrolled in treatment at a time that allows the offender to complete MOSOP prior to their presumptive release date.

#### Measure

1. Percentage of MOSOP completion prior to the presumptive release date.

#### Objective 3F:

Increase the success rate of offenders who participate in MVE employment and/or work release.

#### Measure

1. Offender participation in MVE employment and/or work release.
2. Recidivism of offenders released from prison who participated in MVE employment and/or work release while incarcerated.

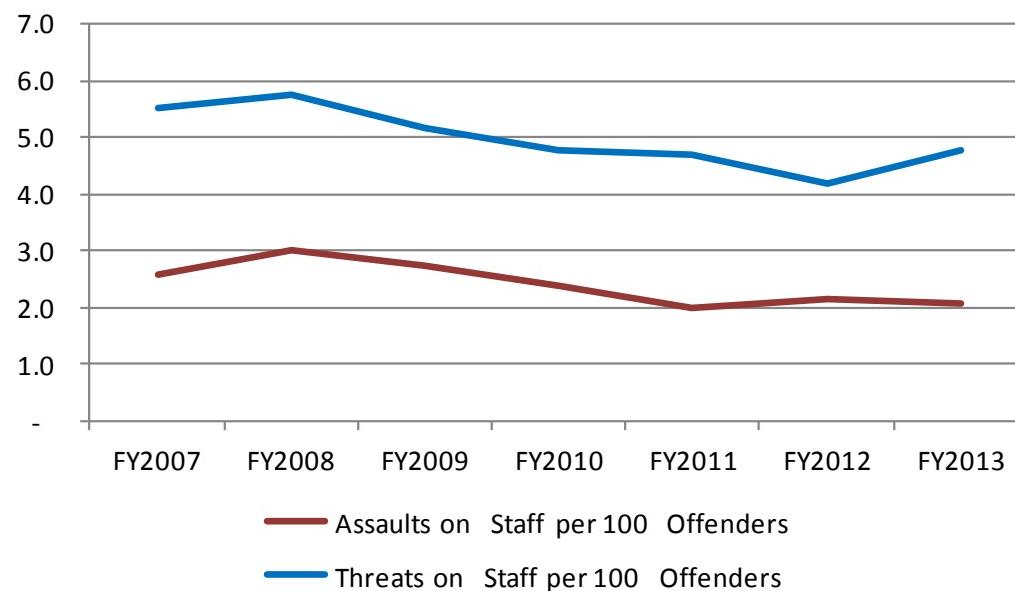
**Goal 3: Improve Public Safety Through The Effective And Efficient Correctional Management Of Incarcerated Offenders**

**Objective 3A: Increase Institutional Safety And Security**

**Measure 1: The Rate Of Offender On Staff Assaults**  
**Decrease From 2.1 To 1.9 Per 100 Offenders By FY2015**

**Measure #1**

**Assaults on Staff per 100 Offenders**



## Data Table For Measure #1:

### Assaults on Staff

	Homicide/ Attempted Homicide	Major Assault	Forcible Sexual Misconduct	Minor Assault	Total Assaults	Threats	All Assaultive Behavior	Mid-Year Population (Dec. 31)	Assaults on Staff per 100 Offenders	Threats on Staff per 100 Offenders
FY2007	-	297	1	477	775	1,658	2,433	30,135	2.6	5.5
FY2008	-	345	-	548	893	1,718	2,611	29,846	3.0	5.8
FY2009	-	332	-	501	833	1,576	2,409	30,438	2.7	5.2
FY2010	-	243	-	489	732	1,462	2,194	30,548	2.4	4.8
FY2011	-	183	-	422	605	1,436	2,041	30,623	2.0	4.7
FY2012	-	198	-	470	668	1,292	1,960	30,836	2.2	4.2
FY2013	-	207	-	445	652	1,493	2,145	31,264	2.1	4.8

### Description Of Measure #1:

This measure refers to the number of conduct violations by offenders reported for homicide, major assault, forcible sexual misconduct and minor assault against staff divided by the institutional population and expressed as a rate per 100 offenders. The rate of threats against staff is also displayed but is not included as a measure.

### Trend Analysis For Measure #1:

There has been a decline in the rate of assaults on staff of nearly 30% since FY2008 but there was an increase in threats against staff in FY13.

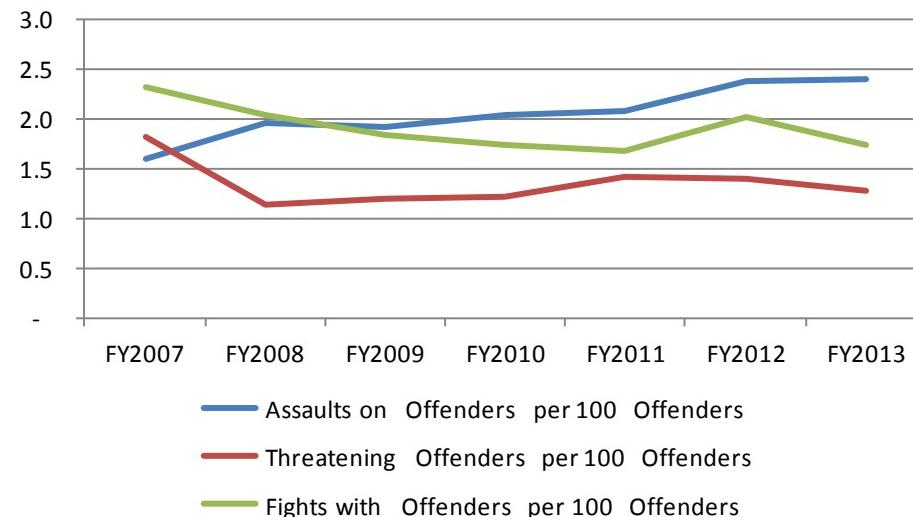
### Information Regarding Measure #1:

The Department recognizes its employees are its greatest asset and strives to provide them a safe environment in which to perform their duties. Offenders that engage in assaultive behaviors toward staff may be subject to program referral and discipline, up to and including custody level upgrades, delayed release dates and referral for prosecution.

**Measure 2: The Rate Of Offender On Offender Assaults**  
**Decrease The Rate From 2.4 To 2.0 Per 100 Offenders By FY2015**

**Measure #2:**

**Assaults on Offenders per 100 Offenders**



**Data Table For Measure #2:**  
**Assaultive Behavior on Offenders**

	Homicide/ Attempted Homicide	Major Assault	Forcible Sexual Misconduct	Minor Assault	Total Assaults	Threats	Fights	All Assaultive Behavior	Mid-Year Population	Assaults on Offenders per 100 Offenders	Threatening Offenders per 100 Offenders	Fights with Offenders per 100 Offenders
FY2007	-	126	1	356	483	549	702	1,734	30,135	1.6	1.8	2.3
FY2008	6	154	5	421	586	339	608	1,533	29,846	2.0	1.1	2.0
FY2009	1	165	1	415	582	366	561	1,509	30,438	1.9	1.2	1.8
FY2010	3	173	4	445	625	371	534	1,530	30,548	2.0	1.2	1.7
FY2011	-	149	6	482	637	436	516	1,589	30,623	2.1	1.4	1.7
FY2012	-	193	20	518	731	430	620	1,781	30,836	2.4	1.4	2.0
FY2013	3	144	17	589	753	397	546	1,696	31,264	2.4	1.3	1.7

**Description Of Measure #2:**

This measure refers to the number of conduct violations by offenders reported for homicide, major assault, forcible sexual misconduct and minor assault against offenders divided by the institutional population and expressed as a rate per 100 offenders. The rates for threats and fights are also displayed but are not included as measures.

**Trend Analysis For Measure #2:**

The rate of offender-on-offender assaults has been increasing since FY2007. Both threats and fighting declined in FY13.

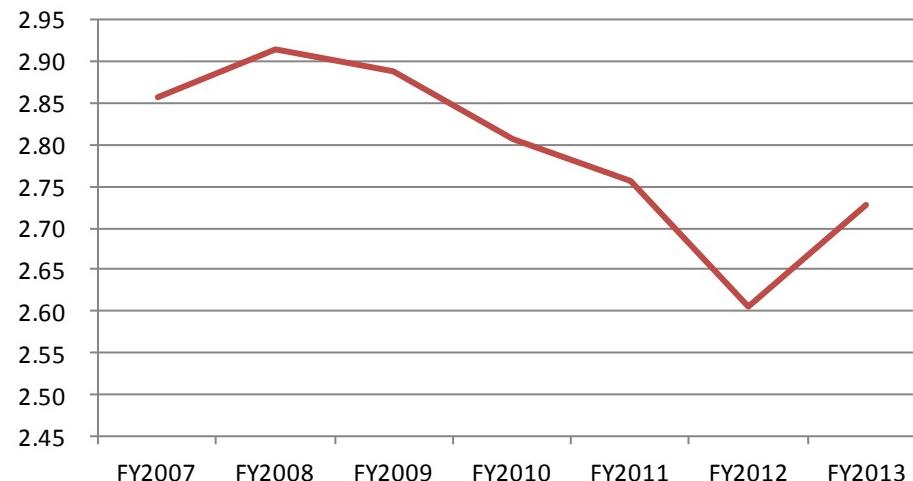
**Information Regarding Measure #2:**

The Department recognizes the worth of all individuals and is committed to providing a safe and secure environment for offenders to reside while they are incarcerated. Offenders that engage in assaultive behaviors toward other offenders may be subject to program referral and discipline, up to and including custody level upgrades, delayed release dates and referral for prosecution.

**Measure 3: Rate Of Offender Conduct Violations**  
**Decrease From 2.7 To 2.6 Per Year By FY2015**

**Measure #3:**

**Conduct violations per year**



**Data Table For Measure #3:**

	Mid-year population	conduct violations	CVs per offender
FY2007	30,135	86,095	2.86
FY2008	29,846	86,999	2.91
FY2009	30,438	87,902	2.89
FY2010	30,548	85,753	2.81
FY2011	30,623	84,445	2.76
FY2012	30,836	80,337	2.61
FY2013	31,264	85,281	2.73

**Description Of Measure #3:**

This measure refers to the number of conduct violations divided by the institutional population at mid-year.

**Trend Analysis For Measure #3:**

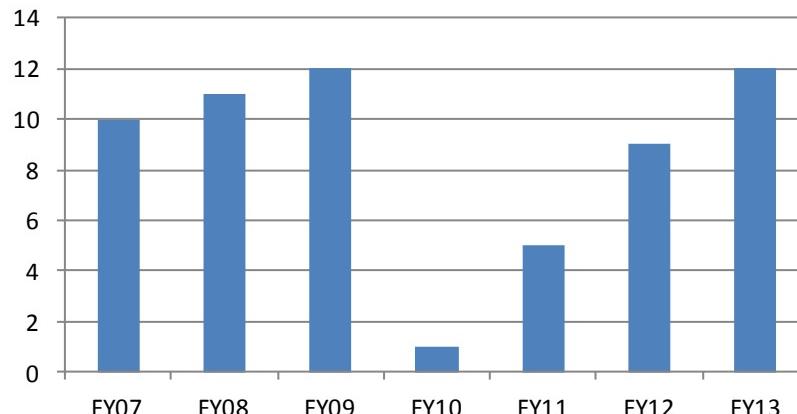
The rate declined from FY08 to FY12 but has increased in FY13. The average per year is now similar to the average in FY11.

**Information Regarding Measure #3:**

Offender conduct must be closely monitored to ensure the safety and security of the institution, staff, offenders and the general public. Enforcement of the rules of conduct ensures offenders are held accountable for their actions while processing through the system toward eventual release. If an offender violates a major rule of conduct, it may result in a custody level upgrade, delayed release date and/or referral for prosecution. If an offender incurs six or more violations of a minor rule of conduct within a six month period, it may result in a custody level upgrade and delayed release date.

**Measure 4: Number Of Substantiated Incidents Of Staff On Offender Sexual Misconduct**  
**Decrease From 12 To 0 By FY2015**

**Measure #4:**



**Data Table for Measure 4**

**Substantiated incidents of staff on offender sexual misconduct**

FY07	10
FY08	11
FY09	12
FY10	1
FY11	5
FY12	9
FY13	12

**Description Of Measure #4:**

This measure has been defined by the U.S. Department of Justice in response to the Prison Rape Elimination Act of 2003. This measure refers to the number of incidents of staff on offender sexual misconduct which were found to be substantiated through investigation. Staff sexual misconduct is defined as follows:

Any behavior or act of a sexual nature directed toward an inmate by an employee, volunteer, contractor, official visitor, or other agency representative (excludes inmate family, friends, or other visitors). Sexual relationships of a romantic nature between staff and inmates are

included in this definition. Consensual or nonconsensual sexual acts including: intentional touching of the genitalia, anus, groin, breast, inner thigh, or buttocks with the intent to abuse, arouse, or gratify sexual desire;

**OR**

Completed, attempted, threatened, or requested sexual acts;

**OR**

Occurrences of indecent exposure, invasion of privacy, or staff voyeurism for sexual gratification.

**Trend Analysis For Measure #4:**

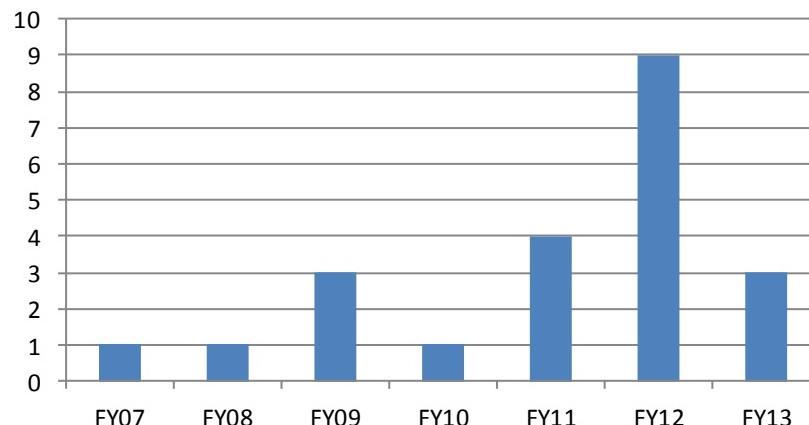
Recording of staff sexual misconduct began in 2007. There is some increase in sustained cases in recent years and there is normally a significant number of investigations pending,

**Information Regarding Measure #4:**

The Department is committed to promoting the professionalism of its staff and providing a safe and secure environment for offenders to reside while incarcerated. Therefore, the Department maintains a zero tolerance policy for sexual misconduct and may pursue disciplinary action, up to and including termination and referral for prosecution, against any staff member who participates in sexual misconduct toward an offender and/or fails to report sexual misconduct toward an offender. Since 2003, the Department has required its staff to participate in training to educate them in recognizing, avoiding and knowing what to do if staff on offender sexual misconduct occurs. During that same year, the Department began educating and continues to educate all offenders on how to identify and confidentially report sexual misconduct.

**Measure 5: Number Of Substantiated Incidents Of Staff On Offender Sexual Harassment**  
**Decrease From 3 To 0 By FY2015**

**Measure #5:**



**Data Table For Measure #5:**

**Substantiated incidents of staff on offender sexual harassment**

FY07	1
FY08	1
FY09	3
FY10	1
FY11	4
FY12	9
FY13	3

**Description Of Measure #5:**

This measure has been defined by the U.S. Department of Justice in response to the Prison Rape Elimination Act of 2003. This measure refers to the number of incidents of staff on offender sexual harassment which were found to be substantiated through investigation. Staff sexual harassment is defined as follows:

Repeated verbal statements or comments of a sexual nature to an inmate by an employee, volunteer, contractor, official visitor, or other agency representative (excludes inmate family, friends or other visitors). Demeaning references to gender or derogatory comments about body or clothing.

**OR**

Repeated profane or obscene language or gestures.

**Trend Analysis For Measure #5:**

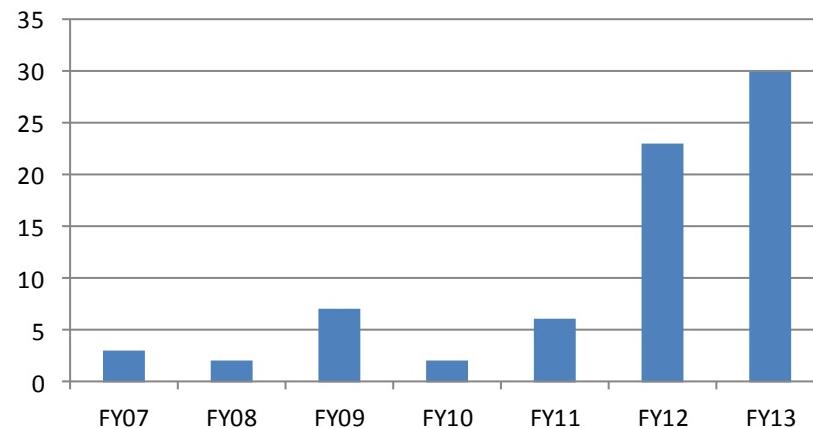
Recording of staff sexual harassment began in 2007. There is some increase in sustained cases in recent years and there is normally a significant number of investigations pending,

**Information Regarding Measure #5:**

The Department is committed to promoting the professionalism of its staff and providing a safe and secure environment for offenders to reside while incarcerated. Therefore, the Department maintains a zero tolerance policy for sexual harassment and may pursue disciplinary action, up to and including termination, against any staff member who engages in sexual harassment toward an offender and/or fails to report sexual harassment toward an offender. Since 2003, the Department has required its staff to participate in training to educate them in recognizing, avoiding and knowing what to do if staff on offender sexual harassment occurs. During that same year, the Department began educating and continues to educate all offenders on how to identify and confidentially report sexual harassment.

**Measure 6: Number Of Offender On Offender Substantiated Nonconsensual Sexual Acts**  
**Decrease From 30 To 0 By FY2015**

**Measure #6:**



**Data Table For Measure #6:**

**Offender on offender substantiated nonconsensual sexual acts**

FY07	3
FY08	2
FY09	7
FY10	2
FY11	6
FY12	23
FY13	30

**Description Of Measure #6:**

This measure has been defined by the U.S. Department of Justice in response to the Prison Rape Elimination Act of 2003. This measure refers to the number of incidents of offender on offender nonconsensual sexual acts which were found to be substantiated through investigation. Nonconsensual sexual acts are defined as follows:

Contact of any person without his or her consent, or of a person who is unable to consent or refuses;

**AND**

Contact between the penis and the vagina or the penis and the anus including penetration, however slight;

**OR**

Contact between the mouth and the penis, vagina, or anus;

**OR**

Penetration of the anal or genital opening of another person by the hand, finger, or other object.

**Trend Analysis For Measure #6:**

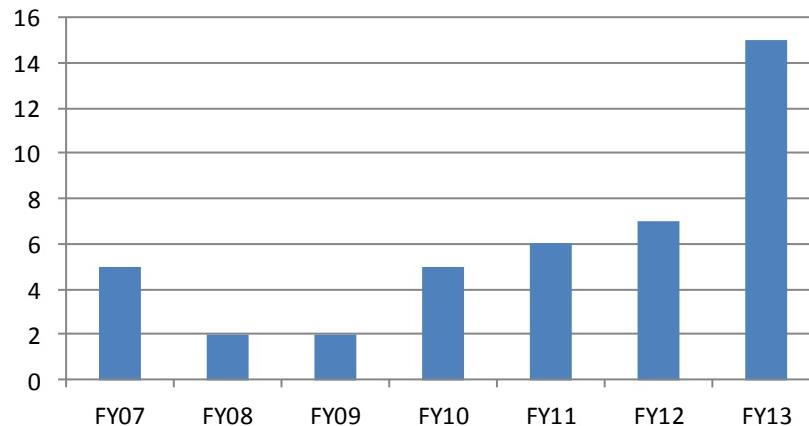
The recording of offender on offender substantiated nonconsensual acts began in 2007. There has been a significant increase in sustained cases in recent years and there is normally a significant number of investigations pending,

**Information Regarding Measure #6:**

The Department is committed to providing a safe and secure environment for offenders to reside while incarcerated. Therefore, the Department maintains a zero tolerance policy for offender on offender nonconsensual sexual acts and may pursue disciplinary action, up to and including referral for prosecution, against any offender who commits a nonconsensual sexual act against another offender. Since 2003, the Department has required its staff to participate in training to educate them in recognizing incidents of offender on offender nonconsensual sexual acts and knowing what to do if these incidents occur. During that same year, the Department began educating and continues to educate all offenders on how to identify and confidentially report nonconsensual sexual acts.

**Measure 7: Number Of Offender On Offender Substantiated Abusive Sexual Contacts**  
**Decrease From 15 To 0 By FY2015**

**Measure #7:**



**Data Table For Measure #7:**

**Offender on offender substantiated abusive sexual contacts**

FY07	5
FY08	2
FY09	2
FY10	5
FY11	6
FY12	7
FY13	15

**Description Of Measure #7:**

This measure has been defined by the U.S. Department of Justice in response to the Prison Rape Elimination Act of 2003. This measure refers to the number of incidents of offender on offender abusive sexual contact which were found to be substantiated through investigation. Abusive sexual acts are considered less severe and are defined as follows:

Contact of any person without his or her consent, or of a person who is unable to consent or refuses;

**AND**

Intentional touching, either directly or through the clothing of the genitalia, groin, breast, inner thigh, or buttocks of any person.

**EXCLUDES**

Incidents in which the intent of the sexual contact is to harm or debilitate rather than to sexually exploit.

**Trend Analysis For Measure #7:**

The recording of offender on offender substantiated abusive sexual contacts acts began in 2007. There has been a significant increase in sustained cases in FY13 and there is normally a significant number of investigations pending,

**Information Regarding Measure #7:**

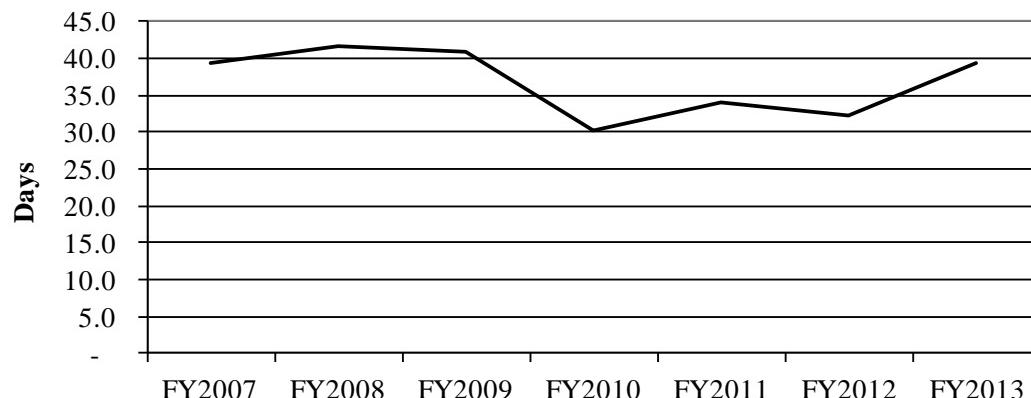
The Missouri Department of Corrections is committed to providing a safe and secure environment for offenders to reside while incarcerated. Therefore, the Department maintains a zero tolerance policy for offender on offender abusive sexual contact and may pursue disciplinary action, up to and including referral for prosecution, against any offender who commits such an act. Since 2003, the Department has required its staff to participate in training to educate them in recognizing incidents of offender on offender abusive sexual contact and knowing what to do if these incidents occur. During that same year, the Department began educating and continues to educate all offenders on how to identify and confidentially report incidents of abusive sexual contact.

## Objective 3B: Decrease Average Number Of Days Offenders Are Assigned To Reception & Diagnostic Centers

Measure 1: The Average Number Of Days To Complete The Initial Classification  
Decrease From 39.3 To 30 By FY2015

### Measure #1:

Days To Complete The Initial Classification



### Data Table For Measure #1:

Days to complete the first Institutional Classification

Year of Admission	Term Intake	Complete Institutional Classification
FY2007	10,402	39.3
FY2008	10,850	41.6
FY2009	12,088	41.0
FY2010	11,574	30.3
FY2011	11,411	34.1
FY2012	11,405	32.3
FY2013	11,325	39.3

**Description Of Measure #1:**

This measure refers to the average number of days from admission to the entry of the initial classification scores into the department computer system for offenders who have been committed for a new incarceration, including parole violators who have been revoked. Offenders who have been stipulated for a 120-day program under 559.115 RSMo. are excluded because they do not receive a full classification. The statistics are calculated for offenders who have received a classification and have been transferred from the reception and diagnostic center. See glossary for an explanation of the initial classification.

**Trend Analysis For Measure #1:**

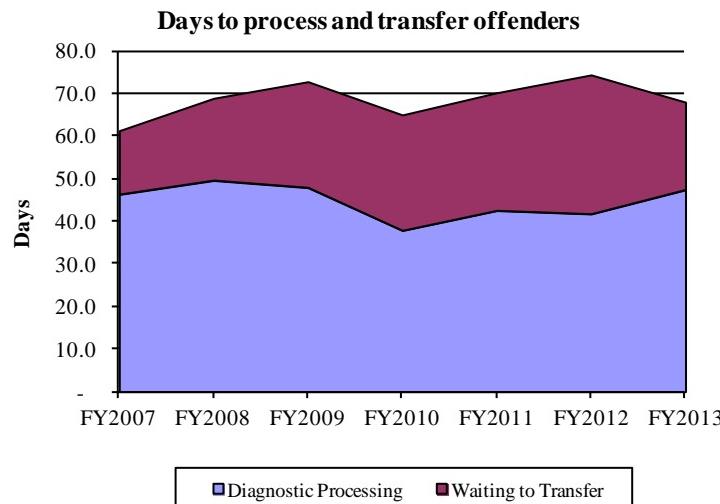
There was a reduction in the average number of days to complete the initial classification in FY2010. This may have been a result of a pilot initiated in October 2009 at Fulton Reception and Diagnostic Center to expedite the processing of offenders with short sentences. In FY2013, however, there has been an increase of seven days in the average time to complete the classification, particularly at ERDCC and FRDC.

**Information Regarding Measure #1:**

Upon entry into the Missouri Department of Corrections, an offender undergoes medical, mental health, educational, and vocational assessments with staff trained in these specialty areas. Upon completion of these assessments, the offender participates in an interview with a caseworker who gathers pertinent classification file information and determines the offender's public risk and institutional risk needs. It is a combination of the medical, mental health, public risk, institutional risk, education, and vocation assessments that make up the Initial Classification Analysis (ICA) which is utilized to determine the most appropriate institutional assignment of the offender.

**Measure 2: The Average Number Of Days To Transfer The Offender To General Population After Completing Diagnostic Processing  
Maintain At 20.5 Days Through FY2015**

**Measure #2:**



**Data Table For Measure #2:**

**Days to process and transfer offenders from Reception and Diagnostic**

Year of Admission	Diagnostic Processing (Days)	Waiting to Transfer (Days)	Transfer To GP Inst. (Days)
FY2007	46.5	14.9	61.4
FY2008	49.8	19.2	69.0
FY2009	48.1	24.8	72.9
FY2010	38.0	27.1	65.1
FY2011	42.7	27.6	70.3
FY2012	41.9	32.6	74.5
FY2013	47.6	20.5	68.1

**Description Of Measure #2:**

This measure refers to the average number of days from the completion of diagnostic processing to the transfer to a general population institution. Diagnostic processing includes the assessments, initial classification, finalization of the sentencing documentation, and identification of any pending charges or detainees. The waiting to transfer time can be affected by the level of availability of beds at particular custody level institutions.

**Trend Analysis For Measure #2:**

With the increase in admissions and a shortage of C-4 and C-5 beds transfer times increased in FY11 and FY12. The introduction of a new classification in FY13 has reduced some of the pressure on maximum security beds and the transfer time has been reduced in FY13. The continued shortage of beds because population growth will make it difficult to significantly impact the transfer time in FY14 and FY15.

**Information Regarding Measure #2:**

Based upon a review of diagnostic assessments, the caseworker's interview with the offender, and the Institutional Classification Analysis (ICA), supervisory classification staff at the reception and diagnostic centers determines which institution best suits the safety, security and individual needs of the offender. The offender is then placed on a waiting list and is transferred to that institution when a bed becomes available. An institutional bed becomes available when an offender is released to the community or is transferred to another institution. Additionally, the average number of days it takes for an offender to be transferred to a general population institution is greatly impacted by the length of sentences offenders are required to serve by the sentencing courts and/or the Board of Probation and Parole.

## Objective 3C: Increase The Success Rate Of Offenders Who Participate In Core Reentry Programming While Incarcerated

### Measure 1: The Program Success Of Offenders Attending Reentry Core Programming

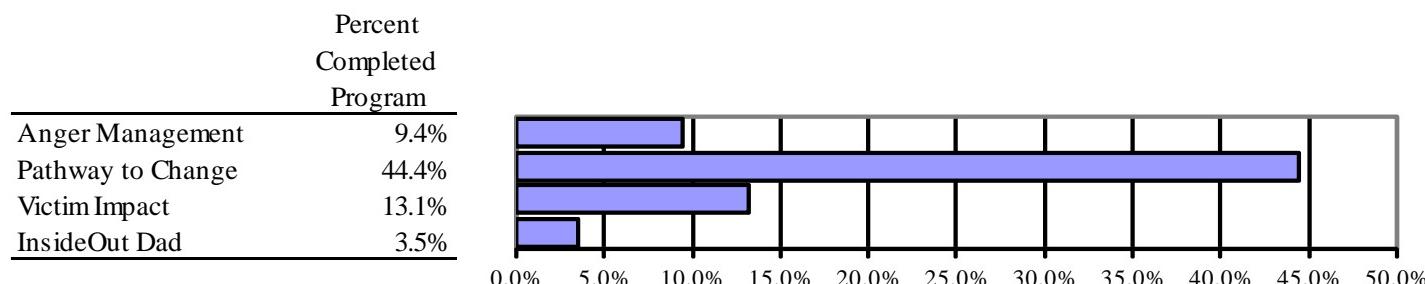
**Anger Management:** Increase From 11.0% To 15% By FY2015

**Pathway To Change:** Increase From 36.8% To 44% By FY2015

**Impact Of Crime On Victims Class (ICVC):** Maintain At 14% Through FY2015

**InsideOut Dad:** Increase From 3.8% To 5% By FY2015

#### Measure #1:



#### Data Table For Measure #1:

	Releases	Completed Program				Percent of Releases			
		Anger Management	Pathway to Change	Victim Impact	InsideOut Dad	Anger Manage.	Pathway to Change	Victim Impact	InsideOut Dad
FY2007	21,012	318	2,122	2,086	210	1.5%	10.1%	9.9%	1.0%
FY2008	20,687	380	5,877	2,168	349	1.8%	28.4%	10.5%	1.7%
FY2009	19,604	383	6,641	2,477	378	2.0%	33.9%	12.6%	1.9%
FY2010	18,585	796	7,401	2,118	499	4.3%	39.8%	11.4%	2.7%
FY2011	18,343	1,521	8,067	2,439	583	8.3%	44.0%	13.3%	3.2%
FY2012	18,562	1,751	8,236	2,440	652	9.4%	44.4%	13.1%	3.5%
FY2013	18,760	2,062	6,910	2,688	706	11.0%	36.8%	14.3%	3.8%

**Description Of Measure #1:**

This measure refers to the number of offenders who successfully complete a core reentry program while incarcerated divided by the number of releases in the fiscal year. The Department uses a risk assessment tool to determine high-risk offenders who will benefit the most from the programs, in terms of lower recidivism. The core reentry programs are offered throughout an offender's incarceration.

**Trend Analysis For Measure #1:**

There has been an increase in the participation rates for nearly all of the core reentry programs since FY2007. In FY13 staffing was reduced for Pathway to Change and in FY14 the Employability Skills Life Skills program will no longer be offered.

**Information Regarding Measure #1:**

Department of Corrections research data suggests that the successful completion of employment preparation/readiness programs, cognitive programs which focus on criminal actions, attitudes, and values and/or parenting programs while incarcerated assists offenders in successfully transitioning to the community and decreases the likelihood that they will return to prison. The majority of offenders who are required to participate in these programs do so during the final six months of their incarceration and are targeted for participation based on their institutional risk reduction score. Offenders serving longer sentences may also participate in certain core programs (e.g. Anger Management, Impact of Crime on Victims) based upon the nature of their crimes and/or their institutional behavior. In addition, offenders may volunteer to participate in these programs if program resources exist.

## Measure 2: The Recidivism Of Offenders Participating In Reentry Core Programming

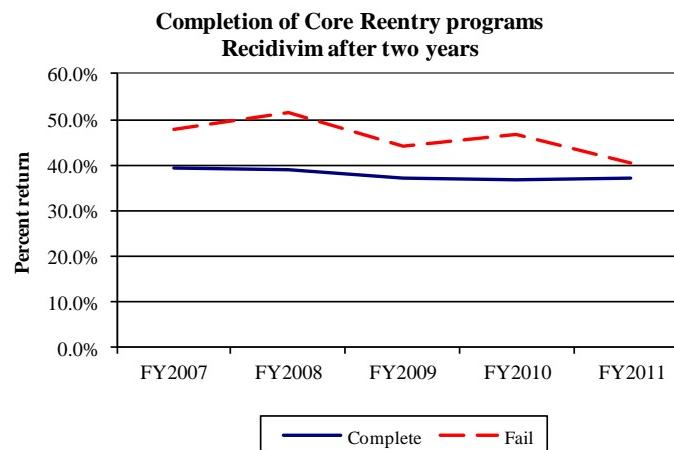
**Anger Management: Decrease From 38.5% To 36% By FY2015**

**Pathway To Change: Decrease From 37.7% To 36% By FY2015**

**Impact Of Crime On Victims Class (ICVC): Decrease From 34.9% To 32% By FY2015**

**InsideOut Dad: Decrease From 39.5% To 36% By FY2015**

### Measure #2:



### Data Table For Measure #2:

	Anger Management		Pathway to Change		Victim Impact		InsideOut Dad		All Core Programs	
	Complete	Fail	Complete	Fail	Complete	Fail	Complete	Fail	Complete	Fail
<b>Releases</b>										
FY2007	318	31	2,122	109	2,086	42	210	14	4,736	196
FY2008	380	36	5,877	116	2,168	42	349	22	8,774	216
FY2009	383	26	6,641	162	2,477	39	378	25	9,879	252
FY2010	796	61	7,401	305	2,118	38	499	41	10,814	445
FY2011	1,521	83	8,067	349	2,439	60	583	44	12,610	536
Total	3,398	237	30,108	1,041	11,288	221	2,019	146	46,813	1,645
<b>Recidivism</b>										
FY2007	40.3%	22.6%	41.0%	56.0%	37.8%	47.6%	38.1%	42.9%	39.4%	48.0%
FY2008	38.2%	52.8%	40.7%	53.4%	34.9%	50.0%	39.5%	40.9%	39.1%	51.4%
FY2009	38.6%	50.0%	39.0%	46.9%	33.5%	41.0%	32.0%	24.0%	37.3%	44.0%
FY2010	38.4%	41.0%	37.5%	50.2%	34.1%	42.1%	38.3%	34.1%	36.9%	46.7%
FY2011	38.5%	36.1%	37.7%	41.0%	34.9%	40.0%	39.5%	47.7%	37.3%	40.7%
Average	38.7%	41.6%	39.1%	50.9%	35.0%	45.3%	36.9%	34.3%	38.0%	47.2%

**Description Of Measure #2:**

This measure refers to the percent of offenders who complete a core reentry program while incarcerated and who are returned to prison for a violation of supervision or new conviction within two years of release.

**Trend Analysis For Measure #2:**

Since FY2007 the gain in recidivism from completing a core reentry program compared to failing the program has averaged 9%. The gain is greatest for completing the pathway to change program (11%).

**Information Regarding Measure #2:**

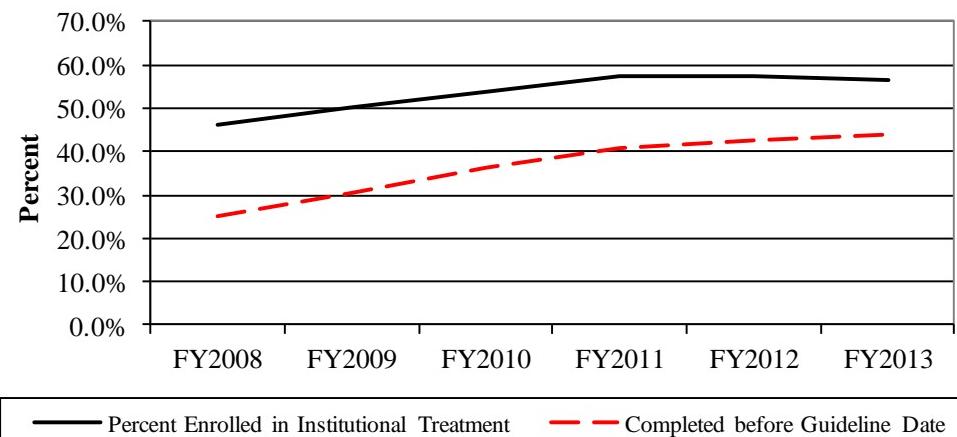
Department of Corrections research data suggests that the successful completion of employment preparation/readiness programs, cognitive programs which focus on criminal actions, attitudes, and values and/or parenting programs while incarcerated assists offenders in successfully transitioning to the community and decreases the likelihood that they will return to prison. The majority of offenders who are required to participate in these programs do so during the final six months of their incarceration and are targeted for participation based on their institutional risk reduction score. Offenders serving longer sentences may also participate in certain core programs (e.g. Anger Management, Impact of Crime on Victims) based upon the nature of their crimes and/or their institutional behavior. In addition, offenders may volunteer to participate in these programs if program resources exist.

**Objective 3D: Increase The Percentage Of Offenders With Substance Abuse Problems Who Are Enrolled In Treatment At A Time That Allows The Offender To Complete The Program Prior To The Guideline Release Date**

**Measure 1: Percentage of Substance Abuse Treatment Completion Prior To The Guideline Release Date  
Increase From 43.9% To 45% By FY2015**

**Measure #1:**

**Percent enrolled in drug treatment and percent completed before the guideline release date**



**Data Table For Measure #1:**

	Releases	Enrolled in Institutional Treatment	Completed before Guideline Date	Percent Enrolled in Institutional Treatment	Completed before Guideline Date
FY2008	2,757	1,277	687	46.3%	24.9%
FY2009	3,208	1,613	979	50.3%	30.5%
FY2010	3,322	1,785	1,210	53.7%	36.4%
FY2011	3,446	1,981	1,403	57.5%	40.7%
FY2012	3,546	2,041	1,513	57.6%	42.7%
FY2013	3,966	2,243	1,740	56.6%	43.9%

**Description Of Measure #1:**

This measure refers to the percentage of offenders with serious substance abuse problems who are enrolled in drug treatment and complete the program before the guideline release date. The guideline release date is a date determined by the risk assessment completed by the Board of Probation and Parole prior to the parole hearing (see glossary - Salient Factor). Serious substance abuse is a score of 4 or 5 on the substance abuse screening assessment (SACA).

**Trend Analysis For Measure #1:**

There has been a steady increase in the number of offenders being enrolled in treatment and enrolled in time to be released within the guideline range, nevertheless, the percent of offenders that require institutional treatment remains below 60%.

**Information Regarding Measure #1:**

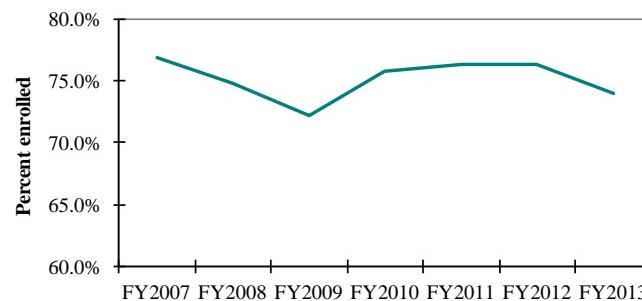
Increasing the number of offenders who complete Board-Ordered substance abuse programs prior to their guideline release date allows the Board of Probation and Parole to consider these offenders for release to the community. In addition, this strategy decreases the number of offenders released to the community on their mandatory release date without benefitting from participation in a substance abuse treatment program. Department of Corrections research data indicates that offenders who successfully complete substance abuse treatment programs prior to their release are less likely to reoffend and return to prison, resulting in a decrease in incarceration costs and improved public safety. The ability to meet the treatment needs of offenders is impacted by the availability of treatment resources.

**Objective 3E: Increase The Percentage Of Sex Offenders Who Are Enrolled In Treatment At A Time That Allows The Offender To Complete MOSOP Prior To Their Presumptive Release Date**

**Measure 1: The Percentage Of MOSOP Completion Prior To The Presumptive Release Date  
Increase From 74% To 78% By FY2015**

**Measure #1:**

**Sex Offenders Enrolled in MOSOP by the scheduled entry date**



**Data Table For Measure #1:  
Sex Offenders enrolled in MOSOP by the scheduled entry dat**

	Scheduled for MOSOP	Enrolled on schedule	Percent enrolled on schedule
FY2007	398	306	76.9%
FY2008	433	324	74.8%
FY2009	472	341	72.2%
FY2010	429	325	75.8%
FY2011	440	336	76.4%
FY2012	428	327	76.4%
FY2013	427	316	74.0%

**Description Of Measure #1:**

This measure refers to the percentage of offenders required to participate in the Missouri Sex Offender Program (MOSOP) and who are enrolled in the program at least 270 days before their conditional release date. The scheduled duration of the program is 270 days.

**Trend Analysis For Measure #1:**

The percentage of sex offenders enrolled on schedule declined in FY13 after two years when the rate increased. Scheduling becomes difficult when there is a capacity problem for the MOSOP program.

**Information Regarding Measure #1:**

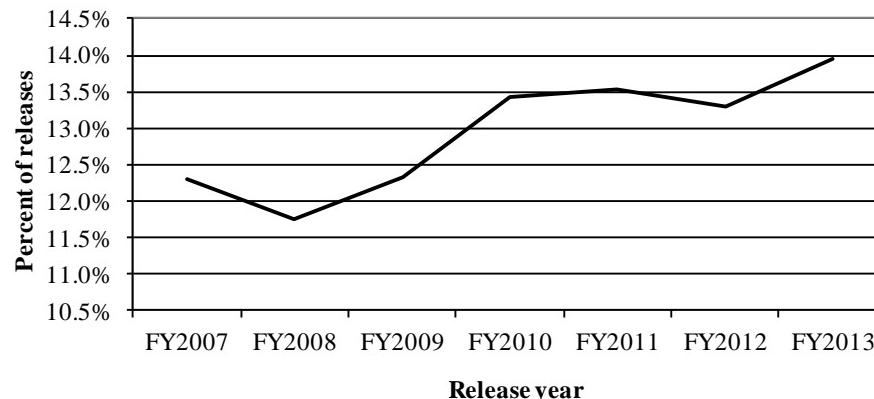
Increasing the number of sex offenders who complete MOSOP prior to their guideline release date allows the Board of Probation and Parole to consider these offenders for release to the community. In addition, this strategy decreases the number of offenders released to the community on their mandatory release date without benefitting from participation in the MOSOP program. Department of Corrections research data indicates that sex offenders who successfully complete MOSOP programs prior to their release are less likely to return to prison due to new sex or other crimes, resulting in a decrease in incarceration costs and most importantly improved public safety. The ability to meet the sex offender treatment needs of offenders is impacted by the availability of treatment resources.

**Objective 3F: Increase The Success Rate Of Offenders Who Participate In MVE Employment And/Or Work Release**

**Measure 1: Offender Participation In MVE Employment And/Or Work Release  
Increase From 14% To 15% By FY2015**

**Measure #1:**

**Percentage of Offenders who worked  
in MVE or on Work Release**



**Data Table For Measure #1:  
Participation in MVE or Work Release**

	Releases	MVE or Work Release	MVE	Work Release	MVE/WR Participation Rate
FY2007	16,433	2,023	888	1,326	12.3%
FY2008	16,165	1,902	854	1,207	11.8%
FY2009	15,423	1,901	862	1,180	12.3%
FY2010	14,362	1,929	878	1,204	13.4%
FY2011	14,166	1,918	912	1,184	13.5%
FY2012	14,231	1,891	961	1,113	13.3%
FY2013	14,312	1,998	1,039	1,157	14.0%

**Description Of Measure #1:**

This measure refers to the percentage of offenders who worked at a job with the Missouri Vocational Enterprise (MVE) and/or were on work release while incarcerated, excluding offenders serving 120-day sentences.

**Trend Analysis For Measure #1:**

The rate of participation in MVE jobs and/or work release has increased in the last six years. With restraints on state budgets in recent years there have been difficulties on providing work release for state departments, such as MODOT.

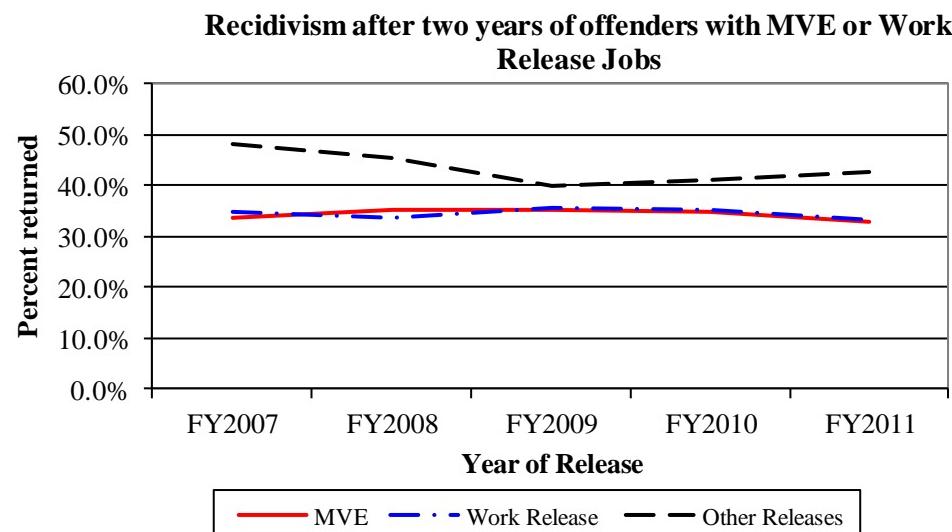
**Information Regarding Measure #1:**

MVE and work release employment provides offenders the opportunity to gain real-world work experience and provides them income to meet their financial needs and contribute to the financial needs of their families. The work experience gained from these employment opportunities is also advantageous to the offenders when competing for employment upon release. The current economic downturn has resulted in declining MVE revenues and fewer offender job opportunities. This trend may continue over the upcoming fiscal cycles. In addition, in order to minimize the risk to the general public, only those offenders who meet specific criteria are allowed to participate in community work release opportunities.

**Measure 2: Recidivism Of Offenders Released From Prison Who Participated In MVE Employment And/Or Work Release While Incarcerated**

**Decrease From 33.2% To 31% By FY2015**

**Measure #2:**



**Data Table For Measure #2:**

**Offenders with MVE or Work Release jobs**

**Recidivism after two years**

	MVE/Work Release		MVE		Work Release		Other Releases	
	Releases	Recidivism	Releases	Recidivism	Releases	Recidivism	Releases	Recidivism
FY2007	2,023	34.4%	888	33.8%	1,135	34.8%	14,410	48.4%
FY2008	1,902	34.4%	854	35.1%	1,048	33.8%	14,263	45.4%
FY2009	1,901	35.5%	862	35.2%	1,039	35.7%	13,522	40.0%
FY2010	1,929	35.2%	878	35.1%	1,051	35.3%	12,433	41.3%
FY2011	1,918	33.2%	912	32.9%	1,006	33.4%	12,248	42.6%

**Description Of Measure #2:**

This measure refers to the percentage of offenders who worked at a job with the Missouri Vocational Enterprises and/or were on work release while incarcerated, who were returned to prison within two years of release.

**Trend Analysis For Measure #2:**

The recidivism rates of offenders who held a MVE and/or work release job while incarcerated are lower than the recidivism rate of other offenders. One explanation for the lower recidivism rate is that offenders with MVE and/or work release jobs generally are required to have a high school diploma or high school equivalency and have a good institutional behavior record. However, most MVE jobs are performed by offenders with long sentences for serious offenses. All DOC recidivism rates have been declining since FY2005.

**Information Regarding Measure #2:**

Offenders who have gained work experience/skills through MVE and/or work release employment while incarcerated are better prepared to secure employment upon release. Research indicates offenders who are employed while on parole supervision are less likely to return to prison.

## Key Strategies For Goal 3

The following is a list of strategies the Department considers key to achieving successful outcomes related to Goal 3:

1. Continue to validate the internal and external classification instruments, which are utilized to determine offender custody levels and appropriate institutional placement. (3A)
2. Promote offender productivity by providing educational/vocational, employment, rehabilitative and recreational opportunities, resulting in a decrease in offender assaultive behaviors and conduct violations. (3A)
3. Provide ongoing staff training designed to enhance communication and negotiation skills, resulting in a decrease in offender assaultive behaviors and conduct violations. (3A)
4. Decrease offender assaultive behaviors by providing offenders a non-violent means of addressing complaints/issues through the grievance process. (3A)
5. Continue to utilize the Citizen's Advisory Committee on Corrections to evaluate and make recommendations regarding the resolution of offender grievances as outlined in the Department's offender grievance procedure. (3A)
6. Provide ongoing training and monitoring of staff to ensure informal sanctions are being utilized to address minor offender rule infractions, when appropriate, resulting in a decrease in the number of conduct violations being issued to offenders. (3A)
7. Promote positive institutional adjustment for offenders assigned to administrative segregation by providing them access to programming opportunities (e.g. education, religion, self-help). (3A)
8. Improve institutional safety and security through the structured and organized movement of offenders to/from daily institutional activities (meals, recreation, medical, etc.). (3A)
9. Continue to place offenders with significant mental health issues in the Social Secure Rehabilitation Unit, thereby providing them a structured controlled living environment and improved institutional adjustment. (3A)
10. Increase the quantity of protective custody beds to ensure the safety of offenders requiring separation from general population. (3A)
11. Create additional therapeutic community programs to improve offender behavior through peer accountability. (3A)
12. Maintain a zero tolerance policy for sexual misconduct and harassment. (3A)
13. Provide ongoing training to address staff responsibility to recognize, prevent, and respond to sexual misconduct and harassment. (3A)
14. Continue to educate offenders on how to recognize, avoid and report sexual misconduct and harassment. (3A)
15. Provide multiple methods for offenders to report sexual misconduct and harassment. (3A)
16. Thoroughly investigate allegations of sexual misconduct and harassment and apply the appropriate disciplinary sanctions upon substantiation of such allegations. (3A)
17. Continue implementation of the Prison Rape Elimination Act (PREA) standards. (3A)
18. Monitor the progress and impact of the procedural revision that allows Probation and Parole to immediately release a Board Holdover (see glossary) back to the community at the point a continuance recommendation is finalized by the field/institutional officer or when a Board continuance occurs on a case where the officer was recommending revocation. (3B)

19. Monitor the progress and impact of the ASAP Hearing (see glossary) and Waiver of Hearing (see glossary) pilot projects at ERDCC, FRDC and WRDCC which allows for acceleration of the first parole consideration hearing for offenders arriving at the reception and diagnostic centers with sufficient jail time credit to make them immediately eligible for parole supervision. (3B)
20. Increase collaboration between the county sheriffs and the local Probation and Parole Office to allow time for the field officer to complete due process requirements, prior to the offender's return to DOC. (3B)
21. Monitor the continuous quality improvement process which focuses on assessment, case management, cognitive behavioral programming, and motivational interviewing. (3B, 3C & 3D)
22. Target program interventions based on the risk principle, which prioritizes resources for high risk offenders. (3C & 3D)
23. Target program interventions based on criminogenic needs. (3C & 3D)
24. Target program interventions based on the responsivity principle which considers individual characteristics when referring offenders to programming. (3C & 3D)
25. Provide an appropriate dosage of programming for offenders. (3C & 3D)
26. Evaluate the utilization rate of each program and allocation of resources, on a quarterly basis. (3C & 3D)
27. Evaluate the program outcomes to ensure they maintain evidence-based status or are becoming a best practice on a quarterly basis. (3C, 3D, & 3E)
28. Continue to revise current substance abuse treatment practices in terms of advanced placement, which should result in increased offender substance abuse treatment participation. (3D)
29. Establish a departmental steering team to improve and strengthen sex offender management consistent with evidence-based practices around the areas of assessment, treatment, supervision, reentry, and registration. (3E)
30. Continue to utilize current, and identify new, evidence-based practices for the treatment of sex offenders. (3E)
31. Develop specialized programming for sex offenders based upon each offender's individual criminogenic needs. (3E)
32. Expand sex offender treatment programming to allow for second opportunities for offenders who previously failed or refused treatment. (Also, expand MoSOP to a maximum security institution to allow maximum custody level offenders an opportunity to complete sex offender treatment.) (3E)
33. Revise the work release criteria to provide more offenders the opportunity to participate in the work release program while ensuring public safety and institutional security. (3F)

## Glossary

**Absconder** = An absconder is an offender who deliberately avoids the supervision process and who makes themselves unavailable for active supervision. Absconders are classified as High Profile Absconders if they are a dangerous felon, sex offender or Community Release Center (CRC) escapee, have pending felonies, or present a high risk to staff or the community through past identifiable behavior.

**Aftercare** = Substance abuse services provided to offenders, upon release to the community, after completing an institutional substance abuse treatment program.

**Anger Management** = The department-approved curriculum designed to teach incarcerated offenders strategies to manage anger.

**ASAP Hearing** = A hearing that should be scheduled within 90 days of an offender's admission to prison. ASAP offenders have their classification and parole hearing procedures expedited in order to minimize the number of parole hearings that are held after the offender's guideline release date.

**Average Daily Population Rate (ADP)** = The ADP rate is the change in the average daily population rate.

**Alt-Care** = An intensive outpatient program designed for women who have demonstrated a need for substance abuse treatment and related supportive services. Female offenders who have completed the Institutional Treatment Center Program or Long-term Substance Abuse Program are a target population for this program as well as female offenders on community supervision who are in need of treatment.

**Board Holdover** = Offenders returned to prison by the police as a result of an absconder warrant being issued by the Board of Probation and Parole. At the time of the offender's admission to prison, the Board of Probation and Parole has made the decision to return the offender to Parole supervision within the community; therefore, these offenders are classified as Board Holdovers.

**Citizens Advisory Committee** = A committee consisting of 13 private citizens appointed by the governor to evaluate grievances filed by offenders.

**CRC** = Community Release Center- a community-based facility that assists male and female offenders with re-integration to the community from prison or stabilization while remaining assigned under community supervision. The centers are located in St. Louis (550 beds) and Kansas City (350 beds). They provide critical transitional services for offenders supervised in the two metropolitan areas. The centers also serve as a secure location to assess offenders under Parole Board supervision who are at risk for revocation. The facilities may also be used as a more intense supervision strategy for probationers at risk for revocation by the Courts and for offenders who are awaiting approval of an out-of-state home plan.

**CSC** = Community Supervision Center- a community-based facility designed to provide a short-term intervention option to assess, stabilize and monitor offenders at risk for revocation in areas of the State that contribute the most annual prison admissions and revocations. The Department has seven Community Supervision Centers to serve the areas of the State that contribute significant numbers of annual prison admission and revocations. With the exception of the Kansas City CSC, each center includes an administrative area to accommodate the existing probation and parole district offices located in that area, as well as sufficient program/classroom areas and dormitory housing space for 30 offenders in need of structured residential supervision.

**Community Mental Health Treatment Project (MH3/4 Initiative)** = The Department subsidizes two mental health treatment programs in the community: The MH-4 program helps coordinate and fund services for any MH-4 or MH-5 offender being released to supervision. In this program, a caseworker from a community mental health center meets with the offender prior to release, develops a treatment plan in the community and arranges an appointment in the community. The Department helps fund intensive case management services, treatment, medication, etc.

The Community Mental Health Treatment Program (also known in the past as the MH-3 program) is similar. The main difference is that the only qualifications an offender needs for this program is to be on supervision, have a mental health need/diagnosis, and has an inability to pay for services. This program does not require any particular MH classification (some offenders may not have been incarcerated). The CMHT program services are initiated by a field Probation & Parole Officer making a referral.

**Community Partnership for Restoration (CPR)** = Intensive Supervision Program designed to serve the St. Louis City Courts to provide enhanced services to high need offenders.

**Conditional Release** = The conditional discharge of an offender by the Board of Probation and Parole, subject to conditions of supervision. A conditional release is granted to an offender after serving the defined term of prison.

**Conduct Violations (CDVs)** = An offender's action that violates department, division, or institutional rules. Depending on the nature of an offender's actions, violations are categorized as minor or major conduct violations.

**DOC** = Missouri Department of Corrections

**Drug Courts** = Drug Courts represent the coordinated efforts of the judiciary, prosecution, defense bar, probation, law enforcement, mental health, social services and treatment communities to actively and forcefully intervene and break the cycle of substance abuse addiction and crime, as an alternative to less effective strategies.

**EMP** = Electronic Monitoring Program. A form of intensive supervision in the community utilizing receiving and transmitting equipment placed on the client, and in his/her residence. This equipment monitors the client 24 hours per day by private vendors and the command center via radio frequency.

**ES/LS** = The Employability Skills/ Life Skills program of instruction is an integral part of the Missouri Re-Entry Process as a workforce readiness class for offenders at eighteen of our institutions. The Employability Skills Class is structured as to provide the offender with the skills and knowledge that will aid the offender when seeking employment. The Life Skills Class affords the offender the opportunity to learn about healthy lifestyles, money management, strengthening relationships, communication, and personal development.

**Field Risk Reduction Instrument** = The FRRI assessment uses data in the Department of Corrections (DOC) offender management system to calculate two scores that measure the likely benefit in reduced recidivism from community supervision strategies and community treatment programs. The assessment also determines a supervision level that is intended to be used as a third dimension in the determination of intervention.

**Free and Clean** = An extensive aftercare program designed to serve as a follow-up for offenders who have successfully completed a 120-day Institutional Treatment Center or Long-term Substance Abuse Program. Free and Clean provides the immediate access the offender needs to community-based aftercare program. Offenders under community supervision are also eligible for this program.

**HSE** = High School Equivalency

**Guideline Release Date** = The guideline release date is determined by the offender's risk assessment (see Salient Factor Score) and the length of sentence. The guideline matrices are published in the Appendices to the Board of Probation and Parole's Blue Book (Rules and Regulations Governing the Granting of Paroles, Conditional Releases and Related Procedures)

**ICVC** = Impact of Crime on Victims Class. A forty-hour curriculum that provides victims with a safe and structured environment to talk about the impact of crime on their lives, which assists offenders to develop a sensitivity toward victims and helps to prevent further victimization. Through these classes offenders are expected to develop respect for the rights of others and to be held accountable for their behavior.

**InsideOut Dad** = Program that assists offender in learning how to become involved, responsible and committed fathers by connecting with their children during incarceration and upon release.

**Intermediate Treatment** = A structured therapeutic institutional treatment program of six months duration. Offenders are referred to the program by the Board of Probation and Parole at the time of the parole hearing.

**ITC** = An Institutional Treatment Center (ITC) intended for offenders stipulated by the courts for 120-day treatment (559.115 RSMo.) or for offenders stipulated for the Post Conviction Drug Treatment Program (217.785 RSMo.). Parole violators may also complete the program. The program is a highly structured treatment program which focuses on substance abuse, relapse prevention, criminality and life skills

**Law Violation** = A violation of supervision by the commission of a new felony or misdemeanor. The offender does not have to be charged/or convicted of the new offense to receive a law violation of their supervision.

**Level I Offenders** = Offenders who are assessed to benefit the least from access to institutional and community services will be provided access to mandated services, programming and community resources as appropriate.

**Level II Offenders** = Offenders who are assessed as likely to benefit from access to institutional and community re-entry services and who will be expected to have access to Department resources and time, utilizing collaborative case management and supervision teams. At the very least, Level II offenders will be provided access to mandated services, programming and community resources as appropriate.

**Level III Offenders** = Offenders assessed to benefit the most from access to institutional and community services and who will receive the bulk of Department resources and time, utilizing collaborative case management and supervision teams.

**Long-term Substance Abuse Program** = A highly structured therapeutic institutional treatment program of twelve months duration, specifically developed for serious substance abusers. The program may be stipulated by the courts (217.362 RSMO.) or by the Board of Probation and Parole.

**New Law Violations** = This has occurred when an offender is charged and convicted of a new offense, while being supervised for another offense.

**Offender Under Treatment Program (OUT)** = A structured six month institutional treatment program for parole board referred offenders with emphasis placed on substance abuse treatment, relapse prevention, life skills and community release planning. Authorized by 217.364 RSMo.

**Opportunity to Succeed (OPTS)** = OPTS is a program designed to serve felony probationers and parolees who are high need/high risk with identifiable substance abuse and mental illness problems. This program links substance abuse and mental health treatment with probation/parole supervision through a contracted case manager.

**Outpatient Treatment** = Outpatient is a level of treatment for either mental health or substance abuse through coordinated services, does not require overnight placement, and addresses each person's needs individually. Outpatient treatment monitors the individual's progress, goals, and outcomes for a specified period of time.

**P & P** = Division of Probation and Parole

**Pathway to Change** = Cognitive restructuring program that assists offenders in learning to examine their values and attitudes, identify factors that lead to criminal behavior, recognize and correct thinking errors, make responsible decisions, and develop successful relationships.

**Presumptive Release Date** = The presumptive release date is the parole date calculated by the Institutional Parole Officer, per Board guidelines. The setting of a presumptive release date does not automatically entitle the offender to be released on that date. Release shall be dependent upon a finding by the Board that the offender has a continued record of good conduct, has satisfied the requirements of any mandated programs, and has an acceptable release plan. Changes in sentence time may result in a change in release date.

**Program Tracking** = A component within the department's offender management computer system that provides information on identified programs and specific information concerning offender participation.

**RE** = Research & Evaluation Unit

**RF** = Residential Facility

**Recidivism** = The repeat of criminal behavior. The DOC measures recidivism as the return to prison within two years of release from prison. Other definitions include arrest or conviction. NOTE: Where the word recidivism is used in reference to probationers, it means revoked and sentenced to a prison term.

**Revocation** = The formal cessation of probation or parole. An offender on probation who is revoked will be sent to prison to serve time for their sentence, ending their opportunity for community supervision on probation. An offender on parole (meaning they were previously in prison and released to parole supervision in the community) who is revoked will be returned to prison. If the offender was on absconder status, the decision to revoke or continue with supervision may be made after the police have returned the offender to a DOC institution. Offenders being supervised in the community can be returned to prison to participate in a short term institutional treatment program without having their supervision revoked.

**Risk/Needs Assessment** = A quantitative assessment by the offender's supervising probation/parole officer. The assessment includes scores for prior criminal history (risk) and behavior (need), which includes substance abuse, employment status, and violation status.

**SACA** = Substance Abuse Classification Analysis. This analysis is a five point score indicating the severity of a substance abuse problem and the recommended level of treatment. The assessment is based upon an offender completed questionnaire, staff and officer reports, and other offender records.

**Salient Factor Score** = A risk based assessment of an offender's likelihood to re-offend following release. The assessment is based upon a scale developed by the US Parole Board but was revised and expanded in 2005 by the Board of Probation and Parole. The new score adds variables that measure prison behavior and the educational and vocational abilities of the offender to the prior criminal history variables of the original score. The score is calculated prior to the parole hearing and is used to determine the guideline release date.

**TAP** = Transition Accountability Plan. A written plan on each offender helping to ensure the offender's success in transitioning from prison to the community.

**Technical Violations** = A violation of supervision other than the commission of a new felony or misdemeanor. These violations can range from failure to report for supervision to a positive drug test.

**Therapeutic Community** = A residential model of treatment that provides a strong emphasis on pro-social behavior, individual and group responsibility and accountability for offenders.

**Waiver of Hearing** = A request by an offender to waive their right to a parole hearing in exchange for a guideline release date. Eligible offenders must be serving a nonviolent C or D felony offense, with a maximum sentence of five years, have not failed a DOC institutional drug treatment program and have no prior prison incarcerations.